NOTE

Some charts and graphs were color-coded in the original document. While it has not been possible to reproduce these items in color, their equivalent values on the black-and-white scale are often distinct enough to convey the same information as the original colors.

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NPTA MANAGEMENT NEWS

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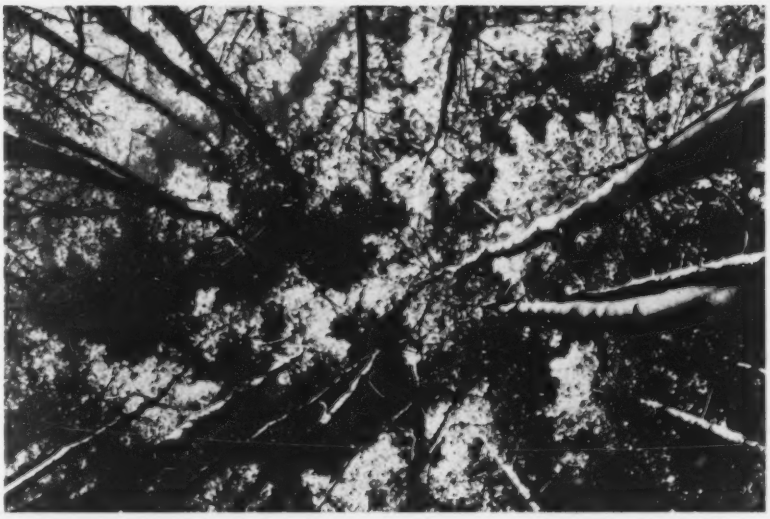
Like the branches of a tree, the paper distributor expands his influence in the marketplace.



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MEAD INCORPORATES ZELLERBACH

The Mead Corporation's Distribution Division has been created to manage the company's nationwide distribution system, the company reported on October 6. John W. Herbert, who is corporate group vice president for Consumer, Distribution and Specialty at Mead, will assume the additional position of president of the new division.

The incorporation of the Zellerbach Paper Group in September created the need for the division at Mead. Mead distribution now covers 32 states with 77 locations. Steven C. Mason, president of Mead, said that there are "opportunities created by this coast-to-coast distribution system" and that they are moving quickly to utilize these resources to assure better service.

Mead's new division will be made up of two business units: Mead Merchants and Zellerbach Paper Company—each representing half of the division's expected $1.3 billion in annual sales. Fred Robbins was named president of Mead Merchants, which will be expanded to include Virginia Paper and Southern, and John Sawka was named president of Zellerbach Paper Company.

HAMMERMILL AND KODAK IN AGREEMENT FOR COPY PAPER

According to a recent licensing agreement, Hammermill Paper Company will manufacture, distribute and sell copy paper for all of Eastman Kodak Company's copier models. The paper, specially made by Hammermill to Kodak's specifications, will continue to be sold under the Kodak name and trade dress. This is the first time Kodak has licensed its trademark to another company.

"Kodak copy paper is a bright white sheet designed to optimize reliability and to reflect and project Kodak's quality image," says Michael J. Murray, Kodak's vice president and general manager of marketing. Robert F. Meyer, Hammermill's president, says, "We see this as an opportunity to manufacture and distribute a product carrying two outstanding names in business products."

NEKOOSA IMPROVES ITS PAPERMAKING FACILITIES

A paper machine at the Nekoosa, WI, mill of Great Northern Nekoosa Corporation was shut down for about a month while it underwent a substantial rebuild, including new dryers, frames, drive system, and changes in the press section. Another rebuild is expected at the same mill where a new billblade coater will replace a gate roll coater and a number of additional dryers.

These are part of a proposed multi-million-dollar program to upgrade the pulp and papermaking equipment at the mills in Ashdown, AR, and in Port Edwards and Nekoosa, WI. The mills there now annually produce 334,000 tons of business communications and technical specialty papers, but an increase of 76,000 tons per year is projected because of the improvements.

Further anticipated remodeling over the next few years, said company president James G. Crump, involve rebuilding paper machines to upgrade quality, capacity and flexibility at the two Wisconsin mills. Increased production of about 11,000 tons a year which will result from a new air system, Fourdrinier modification and a new machine drive for the Ashdown mill's No. 61 paper machine, and another 5,000 tons-per-year increase from a rebuild of Ashdown's No. 63 machine, are among other changes in the plan.

NEW WAREHOUSE FOR WWF PAPER

The relocation and expansion of the WWF Paper Corporation-West facility have

EVENTS

NOVEMBER

3–4. *The Second International Unbleached Kraft Conference, Waldorf-Astoria Hotel in New York, NY. Contact Pulp & Paper magazine. 212-683-9294.*

10–15. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

16–23. *New York Paper Merchants Association's 1986 Seven Day Seminar & Cruise on board the Carnival Cruise Lines Superliner "Festivale." Contact NYPMA. 212-867-9660.*

18–19. *Industrial Sanitary Supply Symposium—"Sanitary Supply: The Role of the Industrial Paper Merchant." Atlanta, GA. Contact NPTA.*

JANUARY

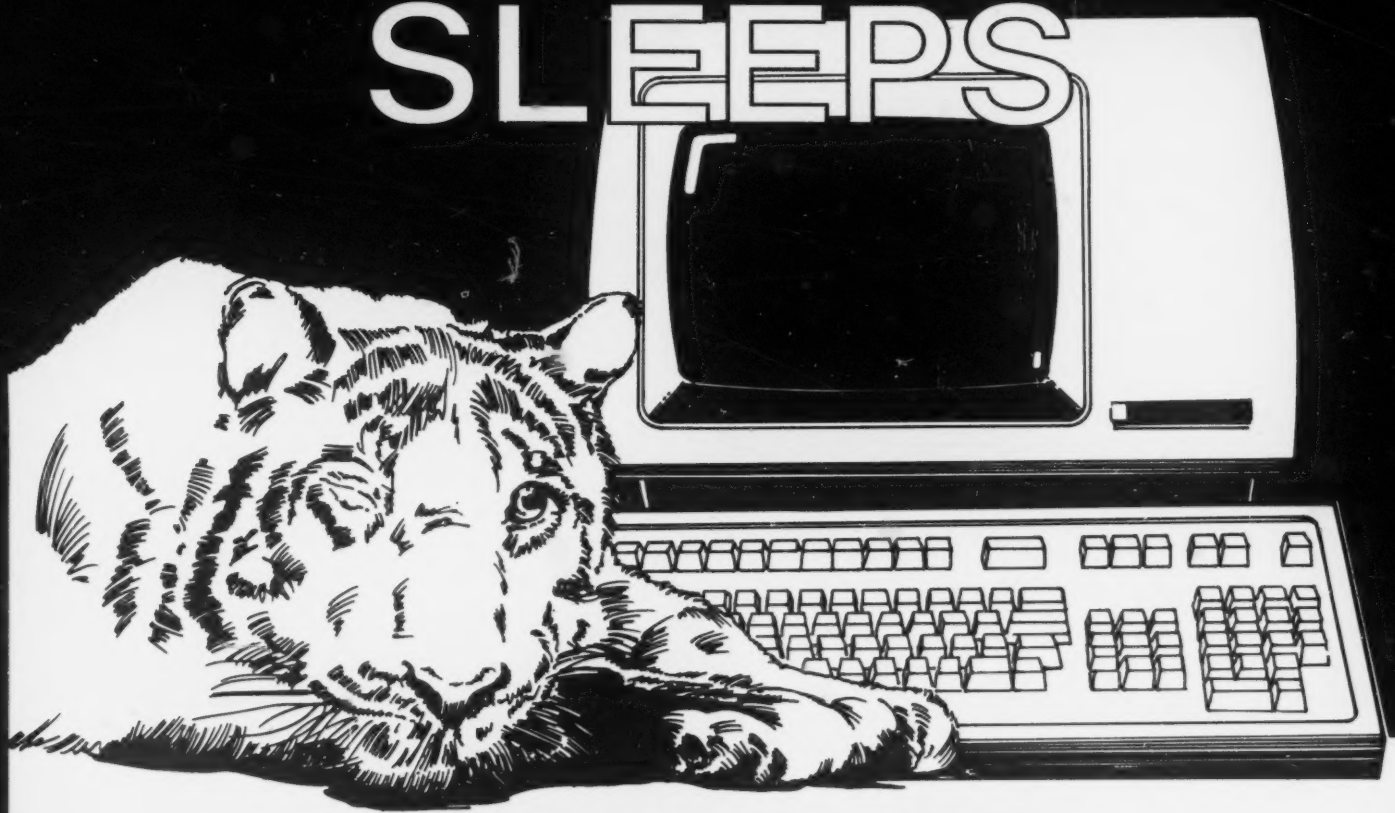
1987

20–22. *Maximizing the Potential of Multi-Branch Logistics, New Orleans, LA. Contact NPTA.*

FEBRUARY

13. *Managing Customer and Product Line Profitability—A Key to Survival in the '80s, Minneapolis, MN; Innisbrook Resort, Tarpon Springs, FL. Contact NPTA.*

THE TIGER NEVER SLEEPS



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been completed. The 50,000-square-foot warehouse with high ceilings is located at 2727 Workman Mill Road, City of Industry, CA. A Lambs Gray precision sheeter is being installed which is capable of producing 10,000 tons of sheeted products annually. Sam Moore, the company's regional operations manager, will assume responsibility for the warehouse.

WWF announced the following personnel changes in an effort to move the operation to greater efficiency. Regional office manager Dick Toney will be in charge of the merchandising department which includes Sandy Lynch, Erlene Galbert and Kathy Trippy; Jack Fong, controller, will direct the activities of Caroline McCarthy; Bob Galarza and Art Torres will report directly to Sam Moore or, in his absence, to Gary Mgrublian.

MOONEY-GENERAL CELEBRATES ITS 70TH

To commorate the 70th Anniversary of Mooney-General Paper Company of Hillside, NJ, a dinner and dance will be held on December 6, 1986, for its employees and guests at the Greenbrook Country Club, North Caldwell, NJ. The company serves the northern and central areas of the state with paper, plastic and janitorial products for the industrial, institutional, health care and food service markets with a fleet of nine trucks.

The company's origins date way back to 1916 when four men purchased the assets of the Mathias Plum Paper Company in Newark. Bearing the name of its principal stockholder, the H.G. Mooney Company moved to a new warehouse and office complex and then 50 years later acquired the General Paper & Twine Company; hence the present name Mooney-General. Additional acquisitions of sales and personnel include the Chesler Paper Company, Tappan Supply Company and Niagara Paper and Twine Company, growing from 11 original employees to a total now of 62. And family service continues as a tradition with three generations currently active in the company.

ACME PAPER ESTABLISHES HEALTH CARE DIVISION

A separate corporate division devoted exclusively to the health care market has been formed by Acme Paper and Supply Co., Inc., of Savage, MD. Company vice president Steven Attman says that "The health care industry is expanding rapidly, and we are committed to being the one stop shopping center for the vast needs of hospitals and nursing homes." Acme's former sales rep Bill Marks will manage the new division.

An increased sales staff has been added to assist customers in choosing the appropriate item to fit the demand, while an expanded data processing system and a larger warehouse are expected to facilitate filling orders.

HUDSON VALLEY PAPER COMPANY KICKS OFF WELLNESS PROGRAM

A company picnic and family health day marked the start of Hudson Valley Paper Company's Wellness in the Workplace Program. "Fitness is a 10 at Hudson Valley Paper Company" was the winning slogan in a contest to develop a theme, and Diane Tierney won a 10-speed bicycle for it.

The State University of New York at Albany helped organize the Wellness program which was partially underwritten by Blue Shield of Northeastern New York. The program includes individual health risk appraisals; a lecture series on nutrition, stress, cardio-vascular fitness, weight loss and cancer facts; and distribution of a health newsletter and other literature. Additional programs may be added throughout the year.

Company president Sydney Tucker Jones states,"Wellness programs are a great way to show concern for employees. Healthy employees are better equipped to perform on the job, and providing wellness programs is an opportunity for Hudson Valley Paper to help employees live longer, happier lives." Additional information is available from Joseph Tierney, Hudson Valley Paper Company: 518-436-8481

BUNZL DISTRIBUTION EXPANDS

"Bunzl North" is the name of a new distribution complex in Jersey City, NJ, to service all Jersey Paper and Monmouth Paper customers in the northern metropolitan area."Bunzl South" designates the existing South Brunswick facility currently used by Jersey Paper for all customers in the southern metropolitan area.

The Monmouth Paper facility in New Brunswick will transfer its service operations between the Bunzl North and South complexes, maintaining the "same personnel with the same voices and faces and with the same telephone numbers," says president Joseph Tabak. He adds that Bunzl Distribution's expansion was planned to maintain the best possible service to its customers.

TEXCROM AND CROWN ZELLERBACH ENTER AGREEMENT

An economy grade of grooved roll towels, designed to fit Crown Zellerbach TOWLMASTR dispensers, will be manufactured and marketed by Texcrom Paper Corporation. This is the result of a consent decree settling litigation and, says Texcrom president, gives both end-users and distributors of TOWLMASTR towels an alternative that was not previously available in the marketplace. Texcrom has begun to build up new inventory and will be taking orders on their new grooved roll towel over the next several weeks.

"We are extremely pleased," states George Shally, executive vice president

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SALES MANAGEMENT

HIDDEN MOTIVATORS BOOST PERFORMANCE

Managing sales people is difficult enough when your people are already well motivated and good performers. But when a sales person is turning in a lackluster performance, you have to coach him to do better.

What drives TODAY's sales force? In that most of this industry's sales people are on some sort of commission plan, the answer to that question is usually "money." There is more to it, though. There is a natural instinct to do a good job, feel good about one's self, be knowledgeable in a particular field, please the boss, etc. And what is true for the sales employee is true for the manager as well.

The sales manager and the sales person are a team. They form a partnership. This concept in modern business replaces the "us against them" way of thinking. Managers must be aware of how each of his partnerships are different, how each of his sales people is different and requires different motivation. Management skills are not easy to come by and are often difficult to perform.

The manager as partner is not a critic. Most sales people resent criticism but react positively to coaching. Poor performers may blossom when treated more as equals. Low self-esteem can be combated successfully through this technique.

Sometimes, it is less a factor of what is being said than how it is said. "I'd like you to make six appointments a day instead of three," carries a lot more weight than "You're lazy." The difference is clear.

Another technique that works is to have a sales person who is weak in a particular area teach that skill to a new employee. This will motivate him or her to learn and master the weak skill area. Teaching is one of the best means of learning.

Sales people will improve more quickly if the manager focuses on one area at a time. Giving someone a "laundry list" of things that need improvement is overwhelming. Keep at it, but one at a time.

of Texcrom, "to have resolved our dispute with Crown Zellerbach. And we are doubly pleased that we are able to continue the excellent working relationships with the hundreds of distributors we have known so well over the years."

NEWS BRIEFS

MARVIN ENVELOPE AND PAPER COMPANY of Chicago opened its first cash and carry center under the name of "AAA Paper and Supply Store." It is located at 2048 West North Avenue, Chicago, and occupies 10,000 square feet. A second center is being planned. Gordon Caplan is president, and Jay Shapiro is general manager of Marvin, a second generation, privately held company which was established in 1922.

RIS PAPER COMPANY announces the formation of Ris National at their Long Island City, NY, operation. The new division is designed to work with large customers whose purchases require service in several of the company's 17 locations throughout the country. President Kent L. Carson will coordinate the division's activities.

WEYERHAEUSER CANADA LTD.'s president Dave McInnes and Canada's Premier Grant Devine planted a white spruce to mark the company's takeover of the PAPCO pulp mill from the provincial government in a $498 million deal. A 200,000 ton annual increase in uncoated paper for business communications, commercial printing and publishing is anticipated as a result of the acquisition. Included in the agreement is the construction of Saskatchewan's first paper mill, modernization of the existing pulp mill, and completion by early 1989 of a new 315-inch paper machine.

INDUSTRY NEWS CONT.

LINDENMEYR PAPER CORPORATION has expanded its sales and service facility in Chicago. The new offices, under the continued direction of vice president James G. McLaren, are in the same building which has housed the company's Chicago operations for some years—444 North Michigan Avenue, 312-222-1890. Company chairman Leonard B. Schlosser states that the new quarters "permit expansion both of office and sales facilities in an open office plan, and of the sample department which supplies printed specimens, plain-paper samples and book dummies to Lindenmeyr clients in the Midwest."

LOUISIANA-PACIFIC has agreed to purchase Kirby Forest Industries from Santa Fe Southern Pacific for $315 million. Kirby, SFSP's wholly-owned subsidiary, has about 650,000 acres of timberland in East Texas and Louisiana, plus three complexes that manufacture plywood, lumber and particleboard. Not included in the contemplated sale are SFSP's 520,000 acres of timberland in northern California. Santa Fe's chairman John J. Schmidt said that although "Kirby is having a good year, in the long run it does not fit well in our portfolio of companies. It will be a better fit in a company like Louisiana-Pacific."

ST. RAYMOND PAPER (1983), INC. of Chute Panet, Quebec, has appointed Paper Trade, Inc. as its exclusive agent directing sales in the United States, according to an announcement by Don McDougall, president of the Canadian based mill.

BUTLER PAPER BREAKS GROUND

An 18,240-square-foot warehouse and office will be built in the Wisconsin Rapids

industrial park for the Butler Paper Company. It will feature three truck docks, high ceilings, and a new paper converting room, replacing the company's leased premises at 71 Love Street. With over $700 million in sales during 1985, Butler Paper has outlets in 64 cities and operates as the paper distribution and converting division of Great Northern Nekoosa Corporation.

PERSONNEL CHANGES AT CARPENTER PAPER

Several changes in personnel and assignments were announced by Joseph M. Tell, president and CEO of Carpenter Paper of Iowa. Former vice president of sales Warren A. Burgess is now executive vice president and general manager. Orval P. Byrd is vice president/controller as well as secretary-treasurer. William G. Clark spearheaded a newly expanded division, Forms Papers, and is its manager. William P. Tell succeeds Clark as general sales manager. Thomas K. Kling and Patrick H. Conners have joined the company as senior accounts reps, Mr. Kling for the Des Moines area and Mr. Conners for the Ames/Boone area. Richard P. Rasmussen was appointed manager of Papourri, Carpenter's retail paper and party goods store.

PEOPLE IN THE NEWS

John English has joined Ris Paper Company as divisional credit manager. He will be responsible for credit control of Ris' Washington Division which includes offices in Capitol Heights, MD, Baltimore, MD, and Richmond, VA.

Robert E.C. Burris, 52, Unisource Corporation's vice president, Southern region, suffered a heart attack and died on August 11, 1986. A 25-year paper industry veteran, Mr. Burris is survived by his wife, Dee, and four children.

Rosetta Farrell has joined Paper Corporation of United States as regional sales promotion manager. She will work directly with the Eastern Region Phoenix Imperial and Pheonoweb merchant distributors and will be responsible for promotion to the corporate design community in the metropolitan New York area.

Kent A. Dennis has been promoted to branch manager of Inlander-Steindler Paper Company's South Bend, IN., branch. **Michael Brockway** and **Stephen Jaworski** will work out of the company's Griffith, IN, sales office. ISP serves Illinois, Iowa, Wisconsin, Michigan and Indiana from its various branch operations.

Carl D. Johannesen is Mead Merchant's new general manager at Pittsburgh, PA. His background in marketing, sales and branch management makes him a "valuable addition," says the Mead company.

Larry Gray has been appointed general manager of the Cincinnati Division of The Cincinnati Cordage and Paper Company. John F. Church, Jr., president of the paper distribution company, said that Gray "knows printing paper—our specialty—and knows the Cincinnati/Louisville market."

Joseph G. Parayil, senior graphic arts specialist, and **Lisa A. DeLisle**, graphic arts specialist, are new additions to the research and development engineering department of Appleton Papers Inc. at Appleton, WI. Both have degrees and prior experience in their fields.

William Gnatek has been promoted to vice president/sales at Stevens & Thompson, marketers of industrial, commercial and retail tissue and towel products. The company attributes its greatly increased market position to Gnatek who was the national sales manager and who will now be responsible for all national and international sales and marketing.

Dennis G. Williams has joined the Hammermill Distribution Group as business systems manager.

John T. (Jack) Ennor, vice president and general manager of the Waterloo Paper Company, Waterloo, IA passed away on September 8, 1986. He was 69 and a 50 year veteran of the paper distribution industry.

David A. Taylor has been named by the Ris Paper Company, New England as

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	Printing Paper Sales Compensation. *NPTA.* $40.	—
2	Fine Paper Catalog. *Grade Finders.* $55.	9
3	The Practical Handbook of Warehousing. *Ackerman.* $40.	1
4	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	2
5	A Guide to Value-Added Purchasing. *NPTA Brochure.* 10¢ each.	3
6	Merchandising to Maximize Your Margins. *VanDeMark.* $25.	6
7	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA,* $65.	4
8	Wholesaler Inventory Control. *VanDeMark.* $25.	7
9	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	5
10	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35.	8

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a national account representative.

Leonard W. Green has been named general manager of Service Paper Company, Renton, WA.

Read Calderone has joined J&L Associates, Inc. of Norwood, MA (manufacturers reps) to market paper, plastics and janitorial supplies to accounts in Southern New England.

Chuck O'Connor is now the Eastern division sales manager for the Freeman Paper Company, a supplier of disposable napkins, place mats and table covers to the food service industry. He will be responsible for sales from Maine to Virginia, as well as coordinate all sales efforts with twelve Freeman reps on the Eastern seaboard.

John T. Hurley has been named vice president-national publication sales, and **Peter A. Hanson** vice president-merchant sales for Consolidated Papers, Inc.

Arnold C. Oss, Jr., succeeds retired **William Crotty** as vice president-sales for Northwest Paper Division of the Potlatch Corporation.

Todd Sloane received the "Salesman of the Year" award at the July Carroll Company Annual Sales Meeting.

ISP TO CELEBRATE CENTENNIAL

An extensive series of activities to commemorate Inlander-Steindler Paper Company's 100th anniversary is being planned for 1987. Significant company developments will be highlighted along with its many key suppliers. From modest beginnings in 1887 in Chicago, ISP has grown to its present seven locations, distributing paper and other products for food service markets, printing/office paper, janitorial/maintenance, and packaging/shipping room markets in the Midwest.

MONARCH MAKES PERSONNEL CHANGES

The promotion of Charles F. White to the position of president was announced by the Monarch Paper Company at Houston. Succeeding Hamilton J. Bisbee who recently became president of Unijax Paper Corporation in Jacksonville, FL, Mr. White has been with Monarch during his entire 21–year career, serving in various capacities from commissioned salesman to senior vice president of sales and marketing.

The company's Houston division has named Jerry Thompson sales manager of industrial sales.

At the Dallas/Fort Worth division, the company reports that Patrick D. McMahon is now assistant division manager; Steve Kordek, distribution manager; Mike Adams, area supervisor of the Paper Plus stores; Tom Higgins, manager of the Paper Plus store in Richardson; and Marty McClendon, manager of customer service.

Additional changes at the company's Austin division are Jamie Spiegel's appointment as store manager of the first Paper Plus store in Austin, and Walter H. Beck's promotion to the position of customer service there.

STABBERT JOINS HAMMERMILL AS DIRECTOR, BUSINESS DEVELOPMENT

Frederick J. Stabbert has joined the Hammermill Paper Company as director, business development with responsibility for developing business opportunities in specific growth areas in the company's plan.

Prior to joining Hammermill, Stabbert was president of the Zellerbach Paper Group and an officer and senior vice president of the Crown Zellerbach Corporation. He began his career with Zellerbach in 1969 as a sales trainee and held increasingly responsible management positions over the years culminating with his being named president of the company in 1983.

Frederick J. Stabbert is currently vice chairman of the National Paper Trade Association and is responsible for the activities of its Printing Paper Division.

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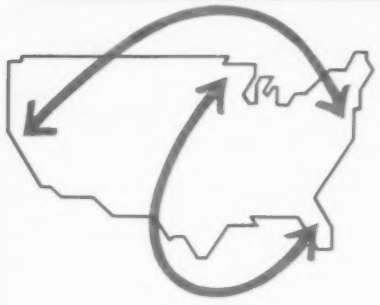

Professions Inc. is a 14 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 300 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

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PRINTING PAPER

GEARING UP FOR THE ANNUAL REPORT SEASON

A recent report in the *Wall Street Journal* revealed that more money is being spent these days on annual reports in general, and that the use of outside help to produce these reports specifically has been increasing dramatically.

The *Newsletter on Annual Reports* states that the annual report business has topped $1 billion per year. Further, more than 90% now use outside photographers and 82% use a design service. Innovations abound in the annual report business. One company even sold $20,000 in advertising in its annual report.

Editor's Note: Annual report papers can make the piece sing. Start early to work with specifiers to help them with their creative process. The results will be well worth it.

GRAPHIC ARTS IN SOUTH FLORIDA IS BOOMING

Why single out South Florida? Take a look at the statistics: Sales of the printing and publishing industry here have topped $2 billion annually; Florida is the hottest growth area in the Sunbelt, and South Florida represents half of the state's output; the South Florida market exceeds Atlanta's by a third; employment in South Florida's graphic arts industry now makes up half of the state's; and, there is a higher concentration of color reproduction equipment in South Florida than in any other region of the country.

To call attention to the wonders of the graphic arts industry in South Florida, a "Graphics of the Americas" show will be held in Miami, January 23–25, 1987. Expected to top 500 booths, the show has attracted nearly 18,000 visitors each year. Those wishing more information should contact the Printing Industries of South Florida at 305–558-4855.

PRINTING PAPER SALES COMPENSATION REPORT AVAILABLE

A new report on printing paper sales compensation has just been published by the National Paper Trade Association. Based on a survey of member firms throughout the country, the results will help printing paper and dual distributors better understand the changing compensation picture in distribution.

For more information, contact the NPTA Communications Department at 516–829–3070. The price for the comprehensive report is $40 for members and $50 for suppliers.

INDUSTRIAL PAPERS

INDUSTRIAL PACKAGING VIDEO TAPES PUBLISHED

NPTA's Industrial Division recently published a set of video tapes made dur-

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ing the 1985 Industrial Packaging Symposium in Chicago. These tapes (VHS) may be purchased individually or in a set of seven. For further information, or to place your order, contact Richard J. Lerman, NPTA Director of Marketing & Membership Services.

DEGRADABLE PLASTIC DISCOVERY ANNOUNCED

An article in *Fortune Magazine* states that a sturdy waterproof plastic material which dissolves when mixed with solvents has been developed in Europe. A reagent in the plastic material causes it to break down into an environmentally safe residue. The plastic, manufactured by the Swiss company Belland, is available as a foil, as a spray-on film, or in granules for extrusion.

The discovery comes at a critical time for the plastics industry. Methods of dealing with discarded plastic waste has been the object of study in many states, and recently at the federal level as well. In Michigan, a bill was introduced that would require all containers used in takeout to be degradable.

The plastic can be adapted for various uses. For example, an ammonia-based reagent that breaks down into fertilizer is used in agricultural applications, and a soda-based reagent for industrial uses helps to process sewage in water treatment plants.

NPTA TO STUDY INDUSTRIAL PRODUCT LINES IN DISTRIBUTION

NPTA's Industrial Division will soon be mailing to members a survey questionnaire to learn more about the kinds of products merchants are selling.

Results of the survey will be published by the Association and should provide information on how merchants view their business, the kinds of product lines which "marry" well, the importance or non-importance of various product lines in the future planning of merchants' business, and many other kinds of information regarding products carried by merchants.

THE NEW AMERICAN MENU?

According to an article by the North American Foodservice Companies, Inc., in *Nation's Restaurant News*:

- The National Restaurant Association conducted a study recently and found a 42% increase in the number of consumers ordering takeout in the past two years. Eighteen percent of those surveyed order gourmet or "upscale" takeout. Forty percent order pizza and other foods for delivery at home.

- Twenty "mobile" Burger King units will be on the road this fall, bringing BK products to the consumer. The units will be able to serve up to $5,000 worth of burgers, shakes and fries before having to restock.

- An NRA study showed that 57% of consumers have tried or intend to try restaurants that serve barbecue. Takeout barbecue items make an excellent market for leak-proof packaging.

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1. **3M AND THEIR PACKAGING NEEDS - William Petryk, 3M Director of Packaging.** Because 3M depends heavily on their packaging suppliers for assistance in the areas of development and specifications of packaging their products, Mr. Petryk explores just how this process works and why it has proved beneficial. What are some of these special services and how are their many needs met? This is all discussed in detail.

2. **PRODUCT LIABILITY IN PACKAGING - Mike Weir, NPTA Legal Counsel.** How to avoid product liability suits is the topic covered by NPTA Legal Counsel Mike Weir. Using the proper procedures and precautions is discussed, as well as what to watch for in disputes.

3. **TESTING PROCEDURES FOR PAPER IN THE PACKAGING FIELD - Walter A. Wozniak, President, Chicago Paper Testing Laboratory.** Just what are the functions of an independent testing laboratory? This is the main focus of Mr. Wozniak's presentation. During the course of his presentation, he discusses participation in periodic accreditation and calibration programs, common paper tests and equipment used to make these tests, paper tests for specific problems and case studies of common problems in paper testing. Mr. Wozniak also discusses paper tests on commercial products.

4. **TRENDS IN PAPER PACKAGING - Donald L. Abbott, Michigan State University, School of Packaging.** Mr. Abbott presents a historical review of packaging materials. Featured are discussions on consumer demographics and shopping habits, packaging material trends of the present and past, and the future role of paper in packaging.

5. **TECHNIQUES OF PRINTING ON INDUSTRIAL PACKAGING - James Davis and Gordon Cole, Thilmany Paper Company.** The many advances in printing on packaging are discussed. How these have made packaging more exciting and creative are viewed, as well as the technical side of these new processes.

6. **CUSHIONING MATERIALS USED IN INDUSTRIAL PACKAGING - Chester Gaynes, Technical Director, Gaynes Testing Laboratories, Inc.** With new electronic and other fragile products entering the market, the needs to better cushion the packaging of these products has become an important area for packaging merchants. Mr. Gaynes discusses how his firm tests for these kinds of packaging materials and gives examples of case studies in this area.

7. **THE INDUSTRIAL FLEXIBLE PACKAGING WORLD: Yesterday, Today, and Tomorrow - Frank G. McDermott, Senior Vice President, Ludlow Corp.** Because there has been dynamic movement in the world of flexible packaging, many changes have come about in this field. Long looked upon as a poor relation to the glamorous business of food packaging and medical care packaging, the world of industrial packaging is now emerging as a highly regarded and dynamic marketplace. As industrial products embrace more and more high technology, and therefore higher dollar value, they must be packaged better for safety. Because of this, we now see a new role emerging for the Industrial Packaging Distributor. His role is larger and he becomes more of a partner in the world of packaging, rather than another link in the distribution chain. Just how this has all come about and how the merchant can take advantage of it are the focus of Mr. McDermott's presentation.

Paper Distribution/ Branching into the Future

The 1980s are proving to be a period of significant change, and the challenges and opportunities confronting today's wholesaler-distributor are truly grand. This revolution is being fired by advances in electronic communication, management and financial practices, changing market conditions and incredible technological developments. These developments have stimulated new approaches to growth, more dedication to strategic planning, and increased focus on market coverage strategies and branch network development.

By Denis F. Healy, President, Healy and Associates.

There are many routes to profitable growth and market coverage in wholesale distribution. The Growth Strategies Study, a two-phase research project sponsored by the National Association of Wholesaler-Distributors, Distribution Research and Education Foundation, examined the views and preferences of wholesaler-distributors regarding their approaches to growth. From this emerged two distinct views on the subject.

Some companies elect to remain in a single location, growing by offering a wider array of products/services to develop relationships with new accounts and to strengthen ties with established customers. Other wholesaler-distributors may pursue growth by extending their geographic area of coverage. Over one half of all distributors responding to the Growth Strategies Study operated more than one location and considered expanded geographic coverage as a main element of their business strategy.

Branching Defined

There are as many definitions of a branch operation as there are products in a distributor's inventory. Some people view a branch as a clone of headquarters; others think of a branch as a field sales office and center for customer contact. Some do not use the term "branch," but rather talk about distribution systems and networks. And finally, there are those who view a branch as a marketing extension of the headquarters location.

Just as computer systems may consist of a series of remote terminals which may be networked, and may contain varying levels of computing power (intelligence) at each location, a wholesaler-distributor may have a series of locations (branches) which function as remote terminals. Some locations may be "full service" and nearly self-sufficient, while others may be tightly integrated through information and physical distribution networks.

In this article, branching is defined as an extension of the core business into a geographic area or market segment which cannot be economically or effectively served from a central location. The "branch" may be merely a shell for housing sales and customer service personnel and minimal (possibly none) inventory. Or it may contain a full complement of services, sales, extensive inventories, repair and assembly facilities.

Influences on the Branching Decision

There are many reasons for branching:

- To gain market access
- To protect market position
- To provide competitive hedge
- To achieve economies of scale
- To increase service factors
- To attract investors/buyers
- To provide management opportunities.

Any rationale may be acceptable, provided that management has: a) a clear idea of what it seeks to accomplish; b) a carefully articulated plan for its implementation; and c) a means of evaluating the effectiveness of the strategy as it is being implemented. The ultimate test is the market's receptiveness to the approach.

A decision to branch often is prompted by the desire of management to intensify its coverage of an existing market area (penetration), or to extend its capabilities and offering into new areas (market development). This is an Offensive Strategy. Also, there are occasions when branching is used to protect existing interests such as access to customers or to vendors' lines—a Defensive Strategy. Successful defensive strategies result in the relaxation of competitive pressures and consequent gains in market share and operating profits.

The decision-making processes associated with both offensive and defensive branching strategies are essentially the same. In both instances, market potentials and competitive

conditions must be assessed, and relationships with suppliers evaluated. The availability of a skilled work force and management talent, as well as the capacity of existing systems and procedures to handle any additional branch(es) must be considered. Finally, the overall impact of additional branches on the ability of existing financial and human resources to serve the current customer base must be addressed. What must be avoided is stretching the fabric of the branch network so far and fast that it is weakened to the point of competitive vulnerability and compromised customer service levels.

Approaches to Branching

There are three ways to develop a branch network—through building new facilities, acquisition, or merger. While each option has its pros and cons, the underlying consideration in selecting any approach is its impact on access to customers and vendors, as well as on the resources of the company. The Growth Strategies Study showed a strong preference for acquisition over building or merger. The build option received a distant second in preference. Those operating in mature markets strongly preferred the acquisition option, while wholesaler-distributors in expanding markets were more receptive to the build option.

The Build Option: At first, this approach appears to offer numerous advantages. Presumably, a new facility incorporates the best in management and technology. It has the most up-to-date design and may be in a convenient location. Furthermore, it can be utilized to develop employees with high growth potential and entrepreneurial skills.

However, construction costs and the learning expenses associated with a startup operation may be high, especially if the new location is in an unfamiliar market area. The costs of acquiring a site and designing and building the facilities continue to rise. Once built, there are the costs of recruiting and training personnel, as well as the carrying costs associated with on-site inventory. These can place substantial burdens on the rest of the organization. Finally, there is a large hidden cost associated with the time and effort that management must expend in launching the new branch.

There are marketplace considerations too. When a company builds a new branch in an established market area, it is reasonable to expect the established competition to retaliate through a variety of measures such as aggressive price cutting, attempts to contract with large accounts for long-term supply, joint marketing programs with key vendors, and the like.

Since the Build Option increases the number of competitors in a market area, the interests of the vendors who supply the new branch must be considered for their distribution objectives, and strategies can have a substantial bearing on the marketing approach and profitability of a proposed branch. For exclusive lines, the central task of the branch is to provide exceptional marketing support to the vendor. In cases of selectively distributed products, attention must be paid to both market coverage and expense control. Finally, the branch offering intensively distributed lines must differentiate itself from competition by offering unique services or price incentives.

The Acquisition Option: In an acquisition situation, the holdings of one company are purchased by another, and a new operating entity is formed. For a wholesaler-distributor, it is common practice to purchase inventories, some portion of the accounts receivable, and the working fixed assets of the organization.

From a management perspective, the positive aspects are numerous. The acquirer gains an immediate physical presence and usually can access much of the established customer base. An additional plus may be vendor access—equally as important as customer access. Indeed, a wholesaler-distributor may be attracted to an acquisition candidate because of the established vendor lines. Also, startup time and costs can be minimized if key local personnel and operating systems are retained, provided there is compatibility. When properly planned, the startup can be done rapidly, with comparatively little disruption of business operations and customer relations.

However, there are risks to be anticipated and minimized. First, it must be remembered that the acquirer inherits both the good and the bad of the acquired company's history. Undoubtedly, over the years there have been mistakes and alienation of some customers and vendors.

Second is the issue of compatibility. Each company's personnel has worked under different management styles and operating conditions, and thus may overtly (or covertly) resist assimilation. This can be one of the most disruptive and harmful aspects of an acquisition. A similar concern must be raised about the responsiveness of systems and procedures. If there is incompatibility, customer service levels and/or internal efficiencies can deteriorate rapidly. Also, since the acquiring company is

There are three ways to develop a branch network—through building new facilities, acquisition or merger.

There is an analytical approach and process for determining the need for an extention of the core business into the marketplace.

buying some portion of the accounts receivable and inventory of the other company, there must be a test of the quality and completeness of these assets.

Lastly, there is the matter of price—especially considering the value of good will and future earning power of the acquired organization, both as a freestanding profit center and as a complement to the rest of the organization. Questions of the proper earnings multiple must be answered, as must issues of accounting convention. These factors may temper the overall attractiveness of acquisition since it is well known that "dressing up for sale" is practiced in every industry.

The Merge Option: One of the trickiest options to implement, mergers involve the blending of two separate companies into one entity. On the positive side is the possibility that the blending will be synergistic, i.e., the capabilities of both parties will be strengthened in the process. Synergy may be realized in one or several of the following: the resultant management team, product lines offered, areas and segments covered, locations and systems.

In theory, all of these should be benefits from a merger; however, there are substantial hurdles to be overcome. Many of the same issues addressed in the Acquisition Option must be confronted. It also may be difficult to reassign management responsibility and authority in a merger situation.

Steps in Developing a Branching Strategy

There is an analytical approach and process for determining the need for an extension of the core business into the marketplace. This approach is as useful in deciding to set up a network of "7–11" type facilities as in a decision to clone the headquarters operation. The most important considerations are based on sound marketing and planning principles, and they comprise a five-step decision and analysis sequence:

1. Develop Marketing and Business Plan
2. Formulate Criteria
3. Search/Evaluate Candidates
4. Decide on Candidate
5. Implement Branching/Growth Strategy

These steps are applicable to the three options—building, acquiring and merging—although the acquisition approach is emphasized since it is the method preferred by most wholesaler-distributors.

Step 1—Develop a Marketing and Business Plan: Every organization has its own style and orientation to growth and market coverage. Members of the management team must come to grips with these aspects of their organization in order to establish business and market coverage objectives. This process leads to consideration of market coverage issues and assessment of the need for additional facilities in both existing as well as potential markets. It is here that competitive strategies and offensive/defensive rationale should be addressed.

The extent to which existing branch locations can serve an expanded geographic area should also be considered. In light of the current developments in electronic communications and delivery services, the market reach of existing facilities may be far greater than in the past.

In the face of such a wide variety of growth and market coverage options, a series of trade-offs must be made between strategies to ensure the proper fit with market conditions and business objectives. These strategies are not mutually exclusive, and a choice of one has a ripple effect on other areas. There are also choices to be made within each category—namely, between intensive coverage of a particular area or product category versus a more extensive coverage. These are classical trade-offs between breadth and depth, but they must be made carefully in these challenging and dynamic times.

Whatever the case, there is a need for management to clearly define the underlying thrust of the business and to state explicitly the geographic areas and target market (account class) segments they intend to reach. In the event that branching is opted, this process inevitably leads to consideration of product lines that should be offered at the new location and such matters as vendor alignments, customer service requirements and competitive conditions.

Step 2—Formulate Criteria: Once such objectives and plans have been resolved and documented, the next step is to develop criteria for screening various market areas, building sites, acquisition candidates, merger opportunities, and the performance criteria by which each candidate will be judged.

There are no hard and fast rules for these criteria, but there are several areas that must be considered:

- Volume, Growth and Market Position—sales growth rate, market/competitive position, operating profit ratios, return on assets employed, market image
- Manageable Business Size—maximum scale

of operations
- Management Talent Available—acquirer's management team, key operating personnel, potential of those assimilated under acquisition
- Geographic Coverage Pattern—practical range of operation, influence of technology, product perishability and technical service considerations
- Availability of Lines—desired lines available, impact of exclusive/selective distribution agreements
- Market Potential Information—minimum size of potential target markets
- Adequacy of Systems and Procedures—responsiveness, accuracy
- Competitive Niche Analysis—place/reputation in marketplace
- Fit with Existing Business Style—acceptable level of compatibility.

Step 3—Search and Evaluation of Candidates: This step involves both analysis and judgment; it may be one of the most difficult and time-consuming parts of the process. Where possible, it is wise to seek information from two independent sources. This reduces the likelihood of bias and overstatement of opportunity or problems. The various opportunities and candidates should be compared along the previously developed common criteria and they should be ranked in order of desirability and fit.

Normally, a candidate is identified as attractive because of its potential market access or its financial condition. Hence, a preliminary objective analysis of these aspects should be made first, along with an assessment of the candidate's management personnel and practices. If the candidate passes this initial screening, additional information should be sought about its internal capabilities, financial approaches and market position. In effect, the evaluation process is repetitive, sometimes involving several cycles before a decision can be made.

Step 4—Decide on a Candidate: The logical flow of this process—from identification of objectives to integration of acceptable candidates in the acquisition organization—dictates that at some point decisions must be made. The decision to accept or reject a candidate incorporates considerations of financial viability, timing, vendor access, funding and legal matters. Undoubtedly, an outside appraisal of the assets, market area and management talent is advisable.

However, even with expert advice and exhaustive collection and analysis of information, such a decision is heavily influenced by judgment. All that the analysis of factual information can do is to provide a testing ground for the perceptions or intuition of decision makers.

Step 5—Implement Branching/Growth Strategy: Once the decision to branch has been made, it is important to recruit help and presell the approach to those responsible for its implementation. Some functions of the implementation process include refining each market profile and building appropriate marketing programs. A host of decisions—promotional, pricing, distribution, service level—must be made, and the result should be a working tool, a roadmap for the specific activities of sales, service, branch management, warehousing, and even key suppliers.

Successful implementation of a branching strategy depends on a successful planning system; neither happens by itself, and both are continual processes. Some guidelines are:
- Plans must have the commitment of key managers. They must work on the process and develop a system best suited for them, for there is no one best format for planning.
- Plans must be simple and easily communicated to managers and operating personnel.
- Plans never should be cast in bronze, but rather should provide guidelines for adapting to change.
- Plans are only as good as the information base upon which they are built and the skills of those who design and implement them.

While the roles played by headquarters and branch management are of necessity different, it is paramount that a joint effort be made. The impetus must come from headquarters, but crucial market information and feedback on conditions must come from branch managers. When the planning process functions properly, a balance is struck between the plans of individual branch locations and the network as a whole.

Keeping Perspective

The decision to branch is a key element of business and marketing strategy, and it cannot be made in isolation. Business expansion involves strategy and management style as well as technical considerations. For it is strategy, not tactics, that must dominate the initial stages of the process. And strategy must be based on an accurate analysis of market conditions and the competitive situation.

Dr. Denis F. Healy is president of Healy and Associates and is the consultant who authored NPTA's future trends study: Growth Strategies in Paper Distribution.

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People Productivity

by Dr. Peter L. Mullins
Management Foresight, Inc.

People are an organization's greatest strength and they are often its greatest weakness. The old saying that 20% of the people do 80% of the work is often as true in business as it is in government. Your goal should be to identify and reward the 20% while helping the 80% improve.

How important are people costs in the paper distribution industry? Even with continuing increases in computerization and automation, the industry still spends about 67% of its operating expense dollars on personnel compensation expenses. ("Compensation" includes salaries, wages, bonuses, commissions and all direct cost fringe benefits such as payroll taxes, pension and profit sharing plans, and health insurance.) (Note: The source of all the statistics in this article is the NPTA/MFI *Annual Performance Analysis Report—PAR.)*

How can you improve the performance of *your* firm? The NPTA report, *Paper Merchant Performance*, and your individual firm *PAR Report* provide a number of measures of "personnel productivity" that can help. These reports won't necessarily tell you who to reward and who to fire; but, they can help you to recognize your strong areas and identify potential problem areas. In addition, the more detailed results available in the PAR Report can help you identify specific areas of weakness and why they are weak.

These reports focus on three basic types of personnel productivity measures—"OUTPUT" measures, "INPUT" measures and "combined" or "EFFICIENCY" measures. The three types of measures are discussed below.

Output Measures

Personnel productivity "output" measures are designed to evaluate what your employees produce—their "output". A typical output measure is "sales per employee"—the total dollars of sales that each employee on the average supports.

"Net Sales Per Employee" Let's calculate this "output" productivity measure for a typical merchant. Exhibit 1 shows the data needed; Exhibit 2 presents the calculation of "net sales per employee".

EXHIBIT 1

DATA NEEDED TO EVALUATE OVERALL PERSONNEL PRODUCTIVITY (Data for a typical firm-ABC Paper)*

Net Sales	$22,000,000
Total Gross Profit (FIFO Basis)	$ 3,200,000
Total Employee "Compensation"	$ 2,150,000†
Average Number of "Full-Time Equivalent" Employees	65

* ABC Paper is assumed to be a printing paper emphasis firm.

† Includes salaries, payroll, bonuses and all fringe benefits such as health and welfare, and pension and profit sharing.

EXHIBIT 2

"SALES PER EMPLOYEE" A WIDELY USED MEASURE OF EMPLOYEE OUTPUT

$$\text{Net Sales Per Employee} = \frac{\text{Net Sales}}{\text{Average Number of Employees*}}$$

$$= \frac{\$22,000,000}{65}$$

$$= \$338,462$$

* Should be "full time equivalent" employees to recognize part time and part year employment.

How is ABC Paper doing? Let's compare its output productivity to the industry's 1985 performance as shown in Exhibit 3. The Exhibit presents median and quartile survey results for "All Printing Paper Merchants". (Note: Most of this article is based on printing paper merchant survey results because they were the most numerous firms in the survey. Only limited results are provided for industrial and dual merchants because of space considerations. Results for such firms can be found in *Paper Merchant Performance* and individual firm PAR Reports.)

EXHIBIT 3

NET SALES PER EMPLOYEE

	Lower Quartile	Median ($000)	Upper Quartile
OVERALL GROUPS			
All NPTA Printing Paper Merchants	$320.72	$407.03	$517.65

How did ABC Paper perform in 1985? Not too well compared to the median "net sales per employee" of $407,030 for all printing paper merchant firms in the survey. ABC Paper's productivity was also much lower than the $421,800 median of firms in its sales volume group and lower than the $376,340 median of firms with its warehouse-direct sales mix. (not shown in exhibits)

What would ABC have had to do in 1985 to achieve a median performance relative to All Printing Paper Firms in the industry? Three approaches are possible:

- Generate more sales with the same number of people
- Support the same level of sales with fewer people
- Some combination of the two.

As shown in Exhibit 3, the median NPTA printing paper firm was able to generate $407,000 in "net sales per employee" in 1985. To achieve this level of performance with its present work force ABC would have to have produced:

$$\$407{,}000 \frac{\text{Sales}}{\text{Employee}} \times 65 \text{ Employees}$$
$$= \$26{,}455{,}000 \text{ in Sales}$$

This is $4,455,000 more than ABC's 1985 sales volume of $22,000,000 and thus represents a difficult task. A more promising but still formidable approach is to explore how many "excess" people ABC had on its payroll in 1985 compared to the median printing paper merchant.

The median firm would have been able to support a 1985 sales volume of $22,000,000 with:

$$\frac{\$22{,}000{,}000 \text{ Sales}}{\$407{,}000 \text{ Sales per Employee}}$$
$$= 54 \text{ Employees}$$

This means that ABC would have to have produced the same volume of business with fewer people in order to have achieved the industry's median performance.

Obviously, either approach would require a major effort and significant change in ABC's operations.

Which is the "correct" answer for the number of employees ABC should have had in 1985? You must make a judgment as to which grouping applies most strongly to ABC. Consider things such:

- median sales volume of firms in the group
- product mix of firms in the group
- profitability of firms in the group.

Also, use these results with other information such as:

- Your marketing approach (service level and intensity)
- Your average order and invoice line size. If your sales and operations people are handling many more orders than employees of other firms the same size, it has to negatively impact their sales and gross profit per employee productivity. Be sure to also check order size and physical productivity measures. This point is discussed further later.

"Gross Profit Per Employee" "Gross profit per employee" is a more powerful "output" measure. It is usually a better indicator of employee output because it is based on gross profit dollars produced. Those activities that require more people support, such as small stock orders, typically require more people "input" per sales dollar, but do (or should) produce higher gross margins. Those activities that require less people support, such as large direct sales, require fewer people per sales dollar and produce lower gross margins. Thus, "gross profit per employee" tends to compensate for different warehouse-direct sales mixes and marketing philosophies.

EXHIBIT 4

"GROSS PROFIT PER EMPLOYEE" A MORE POWERFUL MEASURE OF EMPLOYEE OUTPUT

$$\text{Gross Profit Per Employee} = \frac{\text{Gross Profit}}{\text{Average Number of Employees}}$$
$$= \frac{\$3{,}200{,}000}{65}$$
$$= \$49{,}230$$

The calculation of ABC's "gross profit per employee" is shown in Exhibit 4. When calculating the gross profit per employee for your firm, be sure to use a comparable measure of gross profit. (See Exhibit 1 for the definition used in the NPTA Survey.)

Let's examine the survey results shown in Exhibits 3 and 5 in more detail. There are substantial differences in the operations of printing paper merchant firms. Basically, smaller firms have lower people productivities and firms that rely more heavily on direct sales have significantly higher people productivi-

"Gross Profit Per Employee" is a more powerful output measure

Average compensation results should be used with care.

EXHIBIT 5

GROSS PROFIT PER EMPLOYEE FOR PRINTING PAPER MERCHANTS

	Lower Quartile	Median ($000)	Upper Quartile
OVERALL GROUPS			
All NPTA Printing Paper Merchants	$55.90	$65.06	$76.89

ties—even on a "gross profit per employee" basis. See your PAR Report for details.

ABC's "gross profit per employee" was calculated in Exhibit 4. How did it compare to the industry?

As shown in Exhibit 5, the median printing paper merchant firm achieved a "gross profit per employee" of $65,060 in 1985, well above ABC's performance. Exhibit 6 shows that, based on the gross profit dollars actually produced in 1985, ABC would have had to have operated with only 49.2 employees to be a median performance paper merchant.

EXHIBIT 6

DEVELOPING PERFORMANCE GOALS FOR ABC PAPER BASED ON "GROSS PROFIT PER EMPLOYEE"

Based on the median performance of All NPTA printing paper merchant firms participating in the NPTA/MFI Survey:

$$\frac{\$3{,}200{,}000 \text{ Gross Profit}}{\$54{,}060 \text{ Gross Profit per Employee}} = 49.2 \text{ Employees Goal}$$

Thus, on this basis ABC has 16 "excess" employees (65–49).

Don't assume that just because ABC appears to have "too many" employees, the people are necessarily lazy or poorly managed. It is possible that ABC's customer and product mix were more of a problem than low productivity. For example, very small orders and low invoice line extensions make it very difficult to achieve high people productivities. (The NPTA PAR Report contains a number of measures of physical productivity, such as "invoice lines handled per sales service employee," that can help you to explore output productivity problems in greater depth.)

Input Measures

Because ABC's compensation expense is such a large percentage of its gross profit, you might reason that it is paying its employees too much. This is not necessarily true as shown in Exhibits 7 and 8.

EXHIBIT 7
INPUT MEASURES

$$\text{Average Compensation Per Employee} = \frac{\text{Total Employee Compensation}}{\text{Average Number of Employees}^*}$$

$$= \frac{\$2{,}150{,}000}{65}$$

$$= \$33{,}080$$

* Must use "full time equivalent" employees. Be careful of possible owner-manager pay distortion in smaller firms.

EXHIBIT 8
AVERAGE COMPENSATION PER EMPLOYEE FOR PRINTING PAPER MERCHANTS

	Lower Quartile	Median ($000)	Upper Quartile
OVERALL GROUPS			
All NPTA Printing Paper Merchants	$39.40	$34.57	$31.23

ABC's "average compensation per employee" was $33,080 in 1985. This is $1,490 less than the 1985 NPTA All Printing Paper Merchant median of $34,570.

Overall, average compensation results should be used with care. You might have a large number of lower paid clerical and warehouse employees that pull down the average compensation level of your firm. This could obscure the fact that you have some employees, such as in sales, that are overpaid relative to others in the industry. Thus, your primary focus should be on functional area productivity and employee compensation levels. For example, your NPTA PAR Report contains detailed survey results for average pay of:

- Office Employees
- Outside Sales Employees
- Sales Service Employees
- Warehouse Employees
- Delivery Employees.

Efficiency Measures

ABC's compensation expense problem is a result of low productivity which is not fully offset by lower than average employee compensation. How do these "input" and "output" measures fit together? Two "efficiency" measures explore this important concept. They are:

- "Compensation as a Percent of Gross Profit"
- "Personnel Productivity Index".

"Compensation as a Percent of Gross Profit"

As shown in Exhibit 9, this can be thought of as the ratio of employee "Input" ("average compensation per employee") to employee "Output" ("gross profit per employee"). Or, it can be calculated directly by dividing the total dollars of compensation paid by the total dollars of gross profit produced.

ABC's 67.19% "compensation to gross profit" is quite high compared to the 1985 "All Paper Merchant Firms" median of 54.4%. In fact, it is much higher than the lower quartile value of 58.71%. It would require a major effort for ABC to achieve the upper quartile of 49.1%.

Compare the performance of your firm to the industry results shown in Exhibit 10 and/or your PAR Report. If you are higher or lower than the industry results, it is because of productivity (output) or compensation (input).

EXHIBIT 10
PERSONNEL PRODUCTIVITY INDEX

	Lower Quartile	Median	Upper Quartile
OVERALL GROUPS			
All NPTA Printing Paper Merchants	1.70	1.84	2.04

Summary

The discussion above briefly reviewed ABC's 1985 people productivity and compensation performance relative to that of the firms that provided data for the 1985 NPTA/MFI Survey. ABC's management should follow up on the above initial analysis to pinpoint its areas of weakness in more detail. The PAR Report presents productivity results for the major functional areas of your business such as: administration, office (clerical), overall sales department, outside sales, sales service, warehouse and delivery.

Measures of both economic output such as "gross profit per sales department employee" and physical output such as "average daily warehouse invoice lines per warehouse employee" are provided. You should, of course, recognize the degree to which your firm may be more or less computerized and/or automated compared to the average firm in the survey. Also, be particularly sensitive to your order size and warehouse-direct sales mix compared to other firms.

EXHIBIT 9
A COMBINED OR EFFICIENCY MEASURE OF PERSONNEL PRODUCTIVITY
TOTAL COMPENSATION AS A % OF GROSS PROFIT

A. An overall "efficiency" measure. (Also known as the PPR—Personnel Productivity Ratio.)

$$\text{Efficiency} = \frac{\text{Input}}{\text{Output}}$$

$$= \frac{\dfrac{\text{Total Compensation}}{\text{Average Total Employees}}}{\dfrac{\text{Gross Profit}}{\text{Average Total Employees}}}$$

$$\underline{\text{OR}} = \frac{\text{Total Compensation}}{\text{Gross Profit}}$$

B. Calculation of "Total Compensation as % of Gross Profit" For ABC

$$= \frac{\dfrac{\text{Total Compensation*}}{\text{Average Total of Employees}}}{\dfrac{\text{Gross Profit'}}{\text{Average Total Employees}}}$$

$$= \frac{\dfrac{\$2{,}150{,}000}{65}}{\dfrac{\$3{,}200{,}000}{65}}$$

$$= \frac{\$33{,}080 \text{ "Average Compensation per Employee"}}{\$49{,}230 \text{ "Gross Profit per Employee"}}$$

$$= 67.19\%$$

$$\underline{\text{OR}} = \frac{\text{Total Compensation}}{\text{Gross Profit}}$$

$$= \frac{\$2{,}150{,}000}{\$3{,}200{,}000}$$

$$= \$67.19\%$$

*Includes "Total Payroll" + "All Fringe Benefit Costs" (See Ex. 1).
'Non-LIFO Gross Profit

You should earn a high return on the time you invest in using the NPTA survey results to analyze the productivity of your firm's employees. Try it.

STATEMENT OF OWNERSHIP MANAGEMENT AND CIRCULATION (Act of October 23, 1962; Section 4369, Title 39 United States Code)

1. Date of Filing: September 30, 1986
2. Title of Publication: NPTA MANAGEMENT NEWS
3. Frequency of Issue: Monthly
4. & 5. Location of known office of publication and headquarters: 111 Great Neck Road, Great Neck, New York 11021
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8. Known bondholders, mortgages, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages or other securities: None.
9. The purpose, function, and nonprofit status of this organization and the exempt status for Federal income tax purposes has not changed during the preceding 12 months.
10. Extent and nature of circulation:

	Average No. copies each issue during preceding 12 months	Single issue nearest to filing date
A. Total no. copies printed	5,727	9,050
B. Paid Circulation		
1. Sales through dealers and carriers, street vendors and counter sales	0	0
2. Mail subscriptions	4,219	4,473
C. Total paid circulation	4,219	4,473
D. Free distribution (including sample) by mail, carrier or other means	1,420	4,500
E. Total distribution	5,639	8,973
F. Office use, left-over unaccounted, spoiled after printing	88	77
G. Total	5,727	9,050

I certify that the statements made by me above are correct and complete:

(Signed) William H. Frohlich

Ready Or Not - Here Comes EDI

Paper distributors are showing a growing interest in Electronic Data Interchange. Their suppliers are creating networks and some merchants are experimenting with hooking up their customers. Many questions remain unanswered. MN will try to keep its readers up on the latest information in this area.

by Herb Brownett
Director of Finance
and Administration
JB Papers
Union, NJ.

Electronic Data Interchange (EDI), the processing of routine business transactions via direct computer-to-computer networks, is coming soon to the paper industry. The American Paper Institute (API), working under the auspices of the ANSI X–12 committee, has completed the necessary standards for shipping manifests and is nearing completion on standards for invoices and purchase orders. This work is proceeding rapidly due to a substantial commitment by a number of mills. The Electronic Manifest Bar Coding (EMBARC) system for electronic manifesting and bar coding of paper stock shipments, published by the Graphic Communication Association (GCA), has been operational for several years.

Now the way we transact business with our suppliers, and potentially our customers, will be changing dramatically in the next several years. For this reason, it is important for paper merchants to have a basic understanding of the subject. I will attempt to provide that here.

What Will Be Standardized?

First, what is ANSI X–12? ANSI is the American National Standards Institute, the recognized coordinator for information on national and international standards. X–12 refers to the committee that ANSI set up to develop uniform standards for inter-industry interchange of business transactions.

What, you may ask, must be standardized? The X–12 Business Data Interchange Standards consist of:

1. transaction set standards;
2. a data dictionary;
3. a segment directory; and
4. transmission control standards.

Transaction set standards and the segment directory defines the procedural format and data content requirements for specified business transactions, such as purchase orders.

The data dictionary defines the precise content for data elements used in building transaction sets.

The transmission control standards define the formats for the information required to interchange data. These controls are already in use by some industry groups.

It is important to understand that what is being standardized is the form of the transaction. For example, in the case of a purchase order, it will be agreed exactly what pieces of data (P.O. number, order, date, etc.) will be provided. Standards for each data element, like how many digits a P.O. number can have, must also be established. Within a manual system context, it is analogous to designing a purchase order form that the whole world can use. If you think this sounds easy, the P.O./invoice transaction set already includes almost 300 data elements.

Software, Not Hardware

It is also important to note that these standards have nothing to do with hardware. The whole objective is to allow existing systems to work together. The hardware problem will be handled by an electronic clearing service such as General Electric Information Systems Company (GEISCO). This service is capable of receiving data transmissions from one type of hardware/operating systems and converting it to another and retransmitting the data in converted form. This means that your existing computer systems can effectively be on-line with your mill supplier's or customer's computer without having a room full of different terminals.

This sounds wonderful, but first there has to be a standardized transaction set, so everyone can program their systems with exactly the same form for each type of transaction. With standardized transaction sets in place, it will then be possible to connect the wide variety of computer systems and hardware in the paper industry directly together via an EDI clearing service.

That is what the API-EDI project is all about.

DELETE TIRED PHRASES FROM YOUR LIFE

"Phrases once beautiful or witty or mind stretching are ignorantly misused and repeated until, degraded into meaninglessness, they become cliches," reports Forbes *magazine editor James Michaels. "Such cliches make for tiresome reading, and worse, imprecise writing."*

Have you checked yourself lately for leftover idioms, trite or tired phrases? Take a look at your business letters and listen to a tape of your next sales meeting. Our business language is literally filled with wornout words that never seem to die. We just keep adding new terms to the list. . .a list that is growing ever longer. And now, phrases that came aboard only last year, are dying on the vine right now.

We keep the old, trusted metaphors around like dear friends. We're comfortable with them. We even joke about our associates who harp on one particular phrase as if we never commit the same sin.

How many words would you like to change in this sales manager's opening remarks at his monthly meeting.

"Gentlemen. Our game plan today is to talk-turkey about our bottom line. We've got a track record that just won't quit, but we can't stop there. We're got to steamroll our competition with all the new bells-and-whistles we can get. Our on-going research has shown that our hands-on-management style has paid big dividends for us. We're rolling. We've attracted attention. The movers and shakers in this town have noticed. We've got new ideas to run up the flag pole, new mountains to climb, new risks to take. And, our long range plan is a good one. Lets eye ball it right now and on the upside we can. . .

LEARNING NEVER ENDS

It is the wise manager who keeps learning—about his industry, his job and the people he manages. Learning opportunities abound. Whether in the office, on the road, at home or on a business trip, the aggressive manager seeks out opportunities to grow.

Management force drives the industry—not sales. Without management structures, there would be nothing to sell. The company manager creates the environment where sales can happen. That's why his knowledge, expertise and skills must be nurtured. Learning, continually, is the key to success. If your not learning, you've stopped growing.

Today's Professional: "A Real Square"

by Ira Westreich
Westreich Associates
Speaker-Trainer-Seminar Leader-Consultant

As the marketplace moves rapidly through the '80s, pointing clearly to the final decade of this century, it is becoming increasingly evident that training doesn't cost—it pays. Coupled with that realization is the sensitivity to the best approach to the training needs of our sales and management teams. There is a growing awareness of what our results-oriented employees seek for their own development.

"Professional" is the word for our sales and marketing personnel. Therefore this dissertation focuses on Today's Professional—"A Real Square." It examines the following four basic component mini-squares that comprise the whole.

TODAY'S PROFESSIONAL "A REAL SQUARE"

I. Product Knowledge —Service Knowledge	II. Selling Skills —Action Skills
III. Human Resource Awareness A. Communication Skills—Oral/Aural B. Values and Attitudes C. Goals/Motivation D. Time-Self Management E. Stress in the Marketplace	IV. Commitment to Self A. Image B. Triangle of Success

Product Knowledge

This is a concern in developing the professional. Interestingly, the majority of sales people believe product knowledge is the main component of the whole concept. In reality, our understanding and grasp of our offerings is but roughly twenty-five percent of the whole picture. Even at that level, many organizations fall noticeably short in filling that need. People in sales and marketing must be acutely aware, without becoming too technical, of the structure, features and benefits (we really only sell benefits), and the difference as compared to other competitive products facing the market. Know your product. Know it well. But, above all, present it well.

Selling Knowledge

The second of the fractional parts of Today's Professional "A Real Square" addresses the selling or action skills of those at various levels of management. We run a wide gamut of skills development across the vast expanse of today's business world. There are examples (too many, unfortunately) of organizations which place little or no emphasis on skills development. Some occasionally but irregularly get involved in formal, structured development. Others look outside for consulting input and training seminars on a regular basis, while some look for a quick band-aid treatment. What is evident here is that companies which do not zero in on regular, structured skills development, whether inhouse or outside, have not yet accepted their responsibility for the single most important ingredient of their organization: people growth and development. Relying on OJT (on-the-job training) or SOP (seat-of-the-pants development) as the sole basis for personnel growth is both naive and trusting to luck.

Through development, today's Professional sales person understands that he or she should be earning the right to say or do the things they have to do or say. Today's Professional understands that selling is more asking than telling. It certainly is not pitching; rather, it is playing catch. Professionals must be trained to understand the concept of subtle control and building commitments as a positive path to closing sales. To attain

top production, sales people must be taught to understand how mandatory it is to move out of the comfort zone to bleed and get bruised. We need to teach sales people that they are more than peddlers or intruders and that they are partners in helping customers arrive at decisions which benefit them. Shaping pegs to fit the holes must be continually drilled into sales people's concept of selling.

Selling is more than handling objections and closing techniques. Above all, the theory of the proverbial R's in adult learning must prevail, i.e., repeat, reiterate, refresh, remind, review, and reinforce.

The foundations of effective and productive selling are based upon the concept of caring, communicating, controlling and concluding. Concluding simply means that we have attained a close. Or, as an alternative, we clearly understand why the sale was not consummated and what our next step should be.

No sale? What next? When? Why? The professional sales rep should have a clear understanding that every sales call should be a happening—an event; i.e., Extract Value from Every New Thrust. The accomplished Professional should be performing atop four pedestals.

- Maintain—and maintain well—my current business and account base.
- Extend my productivity with increased volume and greater product mix.
- Establish new doors into which I should be walking.
- Track diligently the development, levels of productivity and the agreements that I am building with my customers and prospects.

Selling is a full-time job. The question is not how many hours we spend in the marketplace, but rather the quality of the hours.

Human Resource Awareness

The third segment in understanding the concept of Today's Professional "A Real Square" deals with human resource awareness. Involvement here means fine-tuning five basic human resource paths:

- Communication skills—both oral and aural
- Values and attitudes
- Goals, targets and focus
- Time awareness
- Stress awareness

Let's examine briefly the significance of each of these human factors.

Communication Skills: The effective sales person should clearly understand that delivering our message to the customer is built upon seven key steps:

1. Image—how do you see yourself?
2. Individuality—maintain your personality and style.
3. Identification—what do you want to happen?
4. Intention—what is your plan of action?
5. Intensity—deliver with inner conviction.
6. Insight—how is the message being received?
7. Impact—have we left our mark?

Critically important is understanding that we must solicit and receive feedback and involvement from the customer. This requires asking and listening—a skill more important than telling. We ask and listen because:

A. We need information.
B. We want our customers to see that we care about what is right for them.
C. We wish them to see our good method of questioning.
D. We would like them to hear clearly what their own thoughts are.

The "pitchman" in the sales arena does little more than utter words or sounds. The Professional sales person exchanges thoughts and feelings. Simply stated, communicating is getting through, not just giving out information.

Values and Attitudes: There is no place in the selling situation for differences in value scales and points of view. Our backgrounds, in terms of ethnic groups, economic status, education, religious affiliation, geographic upbringing and family ancestory should not be allowed to get in the way of building business rapport and credibility. Acceptance of the other points of view and the other values in approach to life is critically important so as to minimize subtle, hidden objections and obstacles.

Probably the most essential understanding of attitudes is referred to as the "Triangle of Attitude." The three sides of that triangle are:

1. How do I feel about my customers?
2. How do I feel about myself each time I make a sales call?
3. How do I feel about my company and my product lines?

If our triangle is solidly built and maintained, our effectiveness cannot help but be increased.

Goals, Targets and Focus: Primarily, we must digest the basics of all goal setting. Those basic goals must be realistic, attainable, clearly written down with a game plan, with accountability to some other individual established and maintained.

Time Awareness: Our time is most precious. *Time*—To Implement My Energies. This writer thinks of time not as time management, but rather as time awareness. Time is now—today. Sales persons' constant focus should be on how to save time through planning and preparation—ways to save time during the call, ways to save time on non-selling activities, and ways to save travel and waiting time. If we maximize our control of time, our productivity will be visibly increased.

Stress Awareness: We want to deal with stress mainly in terms of arranging delivery of goods and services to our customers. On the one hand, stress within certain limits is a very productive quality. It causes the adrenalin to flow—a positive aspect for sales people. On the other hand, excess of stress can be counter productive because it drives up our emotional reactions which drive down our activity. Stress is two-pronged. One prong is merely our perception of the things, events and circumstances that surround us. In its simplest form, we could say, "Stress is an inside job." The other prong is the reason stress occurs. In selling, we create a stressful climate for three basic reasons:

The foundations of selling are based on caring, communicating, controlling and concluding.

DIMENSIONS IN TRAINING

1. Misused and abused time, with all its ramifications
2. Incomplete information or unanswered questions because we either lack courage or persistence
3. Self-imposed limitations through poor priorities or insufficient tracking and evaluating.

How do you identify your involvement and your behavior?

Commitment to Self

The fourth mini-square of the "Real Square" concept is commitment to self (CTS). Here, three component considerations must be examined. Initially, we deal with our self-image. How we see ourselves leads to how we think. And the way we think leads to our behavior and performance. How we behave and perform lead us to the results we get. When our results are meaningful and productive, they reinforce the initial step—the image we maintain of ourselves.

The CTS sphere is also concerned with the "Triangle of Success." One side of the triangle refers to dollars that we produce. The second side refers to rank, title, authority, responsibility and other similar thoughts, provided they are important to us. The third side considers peace of mind, satisfaction, gratification and ego support. Which of these sides or combinations is important to you?

The final consideration of Commitment is winning the daily battles of our personal integrity and credibility over skepticism, indifference, self-imposed limitations and doubts. Most of us should understand that doubts are our greatest traitors. Further, commitment speaks loudly of our intentions. Commitment is taking bold action which is stronger than words. Commitment is making the time when there is none. Commitment is coming through time after time after time. Commitment is having the strength and the impact to change the way things are.

Each and every one of us is exactly who we are, where we are, what we are because we either make it that way or we allow it to be that way.

Who are *you?* Where are *you* going?

For more information, contact Bruce Linden, Education Department, NPTA.

CHAIRMAN'S CORNER

WELCOME, MY FRIENDS

It gives me great personal pleasure to write my first column as chairman of NPTA. I am very proud of my industry and my Association, and I hope to comment on both as we go through this year.

First, I think you will agree that we have just concluded what is destined to be remembered as one of the best NPTA Conventions ever held. The 50th Anniversary of the show was a sellout, and we had more merchants in attendance than ever before. The meetings, the special events, spouses' programs and the Chairman's Luncheon were all first rate. If you didn't make it to the Convention this year, you really missed something special. Make plans now to join us in Atlanta September 19–22, 1987.

At the Convention where I was elected to this high office, we paid tribute to a man for his outstanding contribution to the industry: Howard C. Ris. I would like to add my recognition of another man who worked tirelessly for NPTA during the past year: Richard W. Abrams, now past chairman of NPTA. He's a tough act to follow: no one has written more letters, made more phone calls or generated more support for this organization than Dick. He gave us an accent on people that will have a lasting effect on NPTA. And for that we are all grateful.

During my [illegible]re as chairman, I hope to accomplish many of the things Dick and the other former chairmen put in motion, and maybe add some new wrinkles. We will focus more on the education of our people, as well as how we can evaluate their performance more effectively. We will reach out to those companies that are not yet in the fold to increase our representation of the industry. There will be a stronger marketing support system to serve the members better. *Management News* will be enhanced to keep it the premier magazine in the paper distribution industry. We will see more industrial product-specific programming. And, in this year, the first "endowed chair" project will be launched by the PAPER Foundation at the University of North Florida.

It's a healthy menu, but I know we will achieve these things if we plan accordingly. The wheels are already in motion, and as we have a very strong staff at our headquarters office, I know that I will be able to report to you some 10 months hence . . . Mission Accomplished!

Francis J. Houlihan

Francis J. Houlihan
NPTA Chairman

Ira Westreich has presented over 150 sessions each year on Sales Motivation, Oral Communication, Time Awareness, and Management. He was a former trainer and sales management supervisor for a national sales organization, director and senior seminar leader for a regional management consulting company, and then formed his own consulting organization.

Dead Stock: The Profit and Control System Crippler!

This series is an excerpt from Gordon Graham's new book, Computerized Inventory Management for the Distributor-Updated!, planned for publication in 1987.

This is the third of three parts. *Phase 3: Coordination; Phase 4: Disposition.*

Most distributors' efforts to rid themselves of dead and slow stock are "hit-or-miss" affairs. The efforts are fragmented. The president may even assign a committee of sales, purchasing and operational executives to get rid of the junk, or at least to develop a suggested program for his approval. Nobody wants to work on dead stock, of course. It's a nuisance, frustrating and very time-consuming. Most of the activity, related to dead stock, is a concentrated effort by all employees to avoid being assigned to work on it. No one can get fired over dead stock. So what's the answer?

The Dead Stock Coordinator

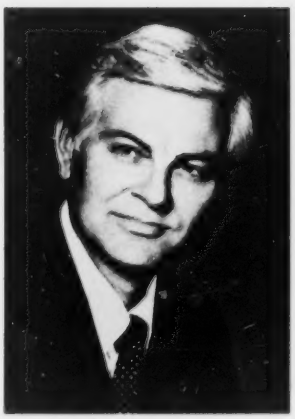
Someone must be put in charge who can get fired over dead stock! Every distributor needs a dead stock coordinator who, for this responsibility, reports directly to the president. If you have as much as $5 million total invested in inventory, the job should be full-time, because there's a good chance 40% of the $5 million is non-productive. 30% per year carrying cost on $2 million is $600,000...and that would pay for a bunch of coordinators, wouldn't it?

If you have less than $5 million invested, you could start with a part-time position. Either way, the coordinator reports to the boss for all dead stock responsibilities. He or she is to function as the president's eyes, ears, and nose for this program...making sure that the boss stays well informed, since the program involves some of the president's five major priorities. But let's clarify something very quickly: The coordinator is not responsible to get rid of the deadwood. His or her job is to administer a management-approved program that will dispose of the non-productive inventory. Failure to administer the program as instructed could get the person fired.

The Team

Working with the coordinator is a team of people appointed by the president. By the nature of their jobs, certain executives definitely should be included: The sales manager, purchasing manager, operations manager, and perhaps others in your particular company. The coordinator's job, like the entire program, is permanent. You'll always generate some dead stock. You'll always need the function. You don't want your dead stock efforts to be hot for a while and then cool off. Now, to understand how the coordinator works, let's discuss the last phase of the Dead Stock Program.

Phase 4: Disposition Steps



By Gordon Graham

No activity begins until the president, the coordinator, and all president-appointed team members sit down in a meeting or series of meetings to work out the steps of the disposition plan. They start by asking a basic question: "What's the best thing possible that could happen to a block of dead stock around here?" The answer...which becomes Step 1 in the plan: Sell it, at full price, right where it sits. Don't move it somewhere else! Give that a try. Sales gets the job. Allow about two weeks to see what happens, and then move to Step 2.

Step 2 should be: Sell it, right where it is, at cost or above! For whatever doesn't move in Step 1, you'll now accept any amount down to cost. Sales gets this step also. Step 3 might be: Move it to another company location where you feel there's a chance to sell it at cost or better! Why not try that earlier? Well, when you move the dead stuff, you must invest additional money in pick/pack/ship expenses and freight costs perhaps. It's cheaper to sell it where it is at cost. Step 3 might be assigned to purchasing, the corporate operations manager (if you have one), or to the coordinator.

Step 7 or 8 might be to send material back to the supplier if you can. Purchasing gets the job with 30 days to arrange the return. Why is this step so far down the list? By the time you pay the freight, restocking charges, inspection charges, etc., what will you get back...50 cents on the dollar? Better to try other ideas first. Step 16, ten months into the program perhaps, is to donate the material. Step 17 (or whatever?) Call the scrap dealer.

That's the concept. The president, coordi-

Do you get the picture? The power to drive the program comes from the president . . . not the coordinator.

nator and team work out the step sequence, the assignments, the time allowance. Now, the coordinator can go to work. Now, the coordinator has a management-approved package, a progression of stock-disposition alternatives, a definite plan to adminster and others in the company (assigned by the boss) to help execute the plan. For most steps, the coordinator is the administrator...the other team members are responsible for execution.

The Plan Gets Underway

First,the coordinator divides all the material for disposition into several blocks or lists. The first blocks have the most money. The obvious goal of the entire program is to return as much cash out of the deadwood as possible, so common sense says: Start with items representing the most money in inventory! The original list for disposition is now subdivided into perhaps 10 or 12 smaller lists. It's time to begin the program. The coordinator walks into the sales manager's office:

Jack, here's the first group of dead items for our new program. It's time for Step 1. You remember...you were in on the meetings where we worked out the series of steps. I'll be back in two weeks to see what's been sold.

Let's pretend that the sales manager's interest has really cooled since the meetings a few weeks back. He's having a bad day; had a fight with his wife this morning; lost a key salesman; and is in no mood to fool around with dead stock. He replies:

Get the heck out of here! I haven't got time or people to devote to this junk! I can't work on it right now.

The coordinator couldn't care less. He also has a reply: *Fine with me. Just sign here on this form that you're taking no action on block number 1. It might be a good idea to put down your reasons, but if not, it's okay by me.*

The sales manager signs. Where do you suppose the coordinator trots off to next? Sure, the president's office. Now the president makes a call:

Jack, get in here! What's this stuff about 'no action' on the first list of dead items? You sat in the meetings where we all worked out the plan; you heard me tell you how vital it is to recover our cash from this trash that you pleaded with me to stock; and that getting rid of it is one of my five major priorities from now on! Well buster, it's one of your major priorities also. I expect you to follow the plan. I expect you to devote some effort to the program each week, and I do not want to see any more 'no action' reports from you!

Do you get the picture? The power to drive the program comes from the president...not the coordinator. The coordinator is in trouble if he or she fails to administers the program: Get the lists to the proper people; follow-up after the allowable time; mark up a master list to remove what's been sold; get the revised list to the person responsible for the next step; report to the president each week how much has been sold, in what steps, who's cooperating and who isn't. Only the boss can see that people perform, but the coordinator keeps him well-informed. It's a very important job...maybe not all that popular, but important.

Find Your Agnes!

In training sessions, I tell the attendees: "One of the great advantages of attending this session is that you can avoid this job! Already, you're plotting to find the 'bulldog' in your company who would be perfect as the coordinator." Maybe that's true here also. The advantage in reading this article is that you can avoid the job. In a sense, the coordinator is sort of the company "rat fink," who causes the boss to get on someone's case if they fail to work on the program as they should. Every week, they'd better spend sometime on the step assigned to them, because ol'Agnes will be checking up on Friday and reporting both good and bad results to the boss.

Revising the Program

Nothing about the program is set in concrete. Periodically, the president, coordinator, and team get back together to assess the program's success. The sequence of steps might be rearranged; new steps tried; other steps deleted if they've proven ineffective; the time allowances are altered; responsibilities are reassigned. The program works because the company works it and because they work on it!

Success results from this as well as one other important aspect: The light is never off the problem! The heat (provided by the boss with help from the coordinator) is always on! As tedious as it is to put effort into dead stock; as much as everyone involved would rather work on (what they consider to be) more productive pursuits; as slow as results are in coming...all involved must spend sometime each week on the program. That's why it works.

That's why it returns to service lots of cash that had been "trapped" (as Bruce Merrifield says).

The Steps to Try...
Your Disposition Alternatives!

Now to the secrets you've been waiting for since this article began: My guaranteed, mystical, beautifully-developed methods for getting rid of dead and slow-moving merchandise:

1.
2.
3.
4.
5.
6.

Six ought to be enough. Does it surprise you that there are no brilliant, "hidden-until-now" techniques to turn dead stock into cash overnight? How long did it require your company to accumulate all your deadwood? In the same way, you won't rid yourself of it in a few weeks unless you're willing to accept ten cents on the dollar.

That's why the term "disposition" must be qualified. Anybody can dispose of material one way or another. The intent of the dead stock program recommended in this article is to recover the maximum investment percentage (even a profit, if possible) through a downward progression of alternatives. You'll recover the most if you can move the stock in Step 1; less in Step 2; while Step 15 may get nothing back but scrap value.

Each distributor finds some steps more effective than others. The sequence, or timing, or responsibility-assignments vary from industry to industry, from one geographic area to another, from one set of competitive conditions to another. You must work out YOUR OWN company's program! ...but to assist a bit, let's now review the time-tested, "good ol' standby" methods for disposing of non-productive merchandise. Notice that there are no numbers assigned to these ideas...on purpose! They're provided as food for thought, not as the sequence you should adopt. (See Disposition Steps in box)

More About the Special Write-Off at Higher than Cost

Are you familiar with IRS Code 170(e)3? This Internal Revenue code allows distributors to donate slow-moving and dead inventory to certain organizations and deduct up to 200% of the book value. Rather than attempting to explain the tax law here, I suggest that you con-

Disposition Steps

- Sales "Push" Campaigns which place a planned, coordinated, measured emphasis on the dead and slow stuff, but with prices at normal levels. Incentives offered to all salesmen.
- "Close-Out" Sales Efforts which offer merchandise to customers at discounted prices . . . down to actual cost. Don't get greedy here! If you'll be satisfied with cost, let the salesmen have anything they get above cost.
- Transfers of material to other company locations with a history of activity on the items. A branch might become overloaded on an item, but it's better for all the stock to be there with a chance to sell at cost or above, than for any of it to be elsewhere.
- One-Item Sale to Specific Customer. Occasionally, a large block of stock can be sold to one account (especially when you tell him that it will no longer be available locally), where "piece-meal" sales efforts might recover more but require a lot more selling time.
- Sales to Competitors at cost, or at cost + 10%.
- Sales to Anybody at 80 to 90% of cost.
- Returns to the Suppliers while absorbing the restocking charges and freight, or perhaps only the freight if the vendor agrees to an offsetting purchase order.
- Lists Supplied to Vendors enlisting their direct help in moving stock to distributors in other areas.
- Trade Association "Clearance" Newsletters where you're permitted to list a limited or unlimited number of items. The trade association circulates the lists to all members as one of their services.
- Substituting slow-moving, expensive material when customers order less-expensive products. A customer doesn't care which hammer he receives, so you ship higher-priced (but non-selling) brand 2 when he orders brand 1. The customer gets a better hammer at a lower price; it's costed at the lower cost; the salesman doesn't suffer; and the company absorbs the difference.
- Garage Sale, where a large quantity of dead material is collected in one location and advertised for sale to anyone that wants it (customers, competitors, employees, general public). If the public thinks they're getting something at "wholesale" prices, they'll buy stuff they don't even need.
- Close-Out Merchandise Counters, to encourage the impulse buyers and bargain hunters.
- A Permanent Branch or Store, operated by your company, with regular hours and some form of advertising. Newly-identified deadwood flows regularly from all branches to the "store," so that the clientele find something "new" on nearly every visit. This concept can really pay off in a multi-branch network. The coordinator approves material transfer into the store at full cost. At year-end, any profit or loss from the store's operation is shared proportionately on the basis of branch participation...the value of material each one sent in, etc.
- Flea Market Sales Participation. Your employees take turns hauling merchandise to area flea markets on weekends. The employee receives 25% of the receipts, as long as he sells items at or above pre-set amounts. You'd be amazed at the strange things that can be moved in these sales as "bargains."
- Special Write-Off at Higher than Cost, when donating merchandise to organizations that qualify under IRS Code 170(e)3. In some cases, you may deduct up to 200% of cost. More about this below.
- Normal Write-Off After Charitable Contribution to organizations such as hospitals, nursing homes, schools, Salvation Army, Goodwill, United Fund, Red Cross, etc.
- Write-Off and Sale to Scrap Dealer. You're lucky to get 10 cents on the dollar when you must resort to this step, but a dime is better than letting the material gather dust.

DISPOSITION STEPS/CONTINUED

- **Write-Off and Haul to the Dump.** Nothing else is left, but you don't want to keep sitting on the junk at 30% carrying cost per year. Some distributors have found as high as 50% of their "book" inventory value actually to be worthless...because nothing was done about the absolute junk for 10 or 15 years. It was left on the books. If you get into that fix, you'd better hope the bank doesn't check your actual inventory value against loans they've made to you. They might just call your note.

- **Pray**...for a flood, earthquake, fire, tidal wave, invasion, or riot. These can solve a multitude of inventory problems, but don't do as some desperate distributors have done...try to help the Lord out by creating a disaster of your own! This will result in an extended vacation at the government's request and expense.

There you have 'em ... 19 unguaranteed ways to move out dead and slow-moving merchandise! I'll bet you have others that could be added to the list.

tact the IRS, your own tax consultant, or the National Association for the Exchange of Industrial Resources (NAEIR) to get complete information.

NAEIR acts something like a clearing house by accepting your dead stock and then sending it on to some 2500 organizations that quailfy under the tax code. The material recipients pay NAEIR a fee to participate. Contact NAEIR at: 540 Frontage Road, Northfield, IL 60093. Telephone 312–446–9111, ask for a packet of information about the tax law, the restrictions, and how to participate. Of course, you may well have local organizations that qualify. Contact the United Fund in your area, or just call any organization that you think might quaify. Ask if they know of IRS Code 170(e)3. If they answer "Huh?," hang up. The groups that qualify know that they do!

Getting the Boss Directly into the Act!

There's another very successful technique for large amounts of dead or slow stock you may have accumulated from one supplier. You'll need the direct help of your president, however. Here are the steps:

A. The list of material is compiled and given to the boss. He contacts the top executive (chairman, president, division manager but no lower) of the supplier and requests an appointment there at the supplier's home office. When asked "What do you want to talk about?," the president sidesteps by saying: "I'll tell you when we meet!"

B. Your president travels to the supplier's home office, alone, at your company's expense. He takes the material list with him.

C. When the meeting takes place, the boss uses any one of several reasons why he needs "special dispensation" from the supplier to return the dead and slow stock without a restocking charge...even if the regular allowance for the year has been exhausted already or if the supplier has no return provisions at all.

"We're opening two new branches this year, and to add the inventory we should, we need to clean our house elsewhere!," or "We've just bought out a competitor, and in the process took ownership of lots of material. We need help elsewhere with slow stock on just a one-time basis!" or "We're going onto a new computer system. It's very expensive, and we need to return this material to begin this new system in a cleaner position and to help our cash flow...again, it's a one-time situation!" Any excuse like this is justification for the meeting.

D. Your president has made the trip at his expense. He came alone. The impression created is that this request he's making is very important...at least to him!

Two possibilities can result from this meeting of top executives:

1. The distribution company president will leave with some kind of special return authorization. It may be permission to send back the entire list with no restocking charge. It may be a requirement to accompany the return with a dollar-for-dollar purchase order for other merchandise...or, a 2-for-1, or 4-for-1, whatever can be negotiated.

2. He will be turned down cold. If that happens, however, you know exactly what your distributorship means to that manufacturer...zero! You should begin an immediate, intense search for a replacement product line.

In nearly every case, if you do mean anything to the supplier, their top executive will authorize special return provisions. That's why you must deal only with the supplier's top man. He made the rules. He alone can break 'em, and he will, to keep the president happy! Everyone else must abide by the contractual material-return rules.

This technique works, but just remember to apply it only in the special cases where it fits: Lots of material involved from the one supplier; the request goes beyond the regular return provisions; and you still buy a significant amount from the supplier. Obviously, if you no longer buy much from the guy, he isn't likely to break his rules to help you out.

INSERT/FLYER PRODUCTION FORECASTED TO GROW BY MORE THAN 7%

A new 600–page study, *The Future of Insert/Flyer Marketing & Production Through 1990* has been published by Strategic Futures, Inc., a New York based consulting and research organization specializing in serving printing, publishing and related clients.

Following are the major findings of the study:

1. It is estimated that merchandisers' expenditures for insert/flyer ("I/F") production and paper were over $3.5 billion in 1985. That is expected to grow to nearly $5 billion in 1990. (All growth figures exclude inflation—i.e., are in constant 1985 dollars.)
2. During that same time frame, paper consumed will increase from an estimated 2.6 million tons (1985) to almost 3.6 million in 1990.
3. Printing expenditures (*excluding* paper, creative and distribution costs) are expected to grow to $2.6 billion in 1990 from $1.9 billion estimated for 1985.
4. Overall, the vast majority of merchandisers surveyed continued to be highly pleased with I/Fs. I/Fs have proven to be highly effective sales generators. They are thought to be more cost-effective than other media, and represent a strong competitive weapon which can provide full market penetration. Moreover, I/Fs offer flexibility in physical characteristics and distribution. They can provide better aesthetics in terms of color, paper quality and graphics quality. Sales results are rapid and measurable. They also have relatively high rates of coupon redemption, versus alternative couponing vehicles.
5. On the negative side, concern centers mostly around possible increases in costs—insertion rates, postal rates and paper/printing costs. There is also concern about insert "saturation" and "clutter" in Sunday papers among at least some merchandisers.

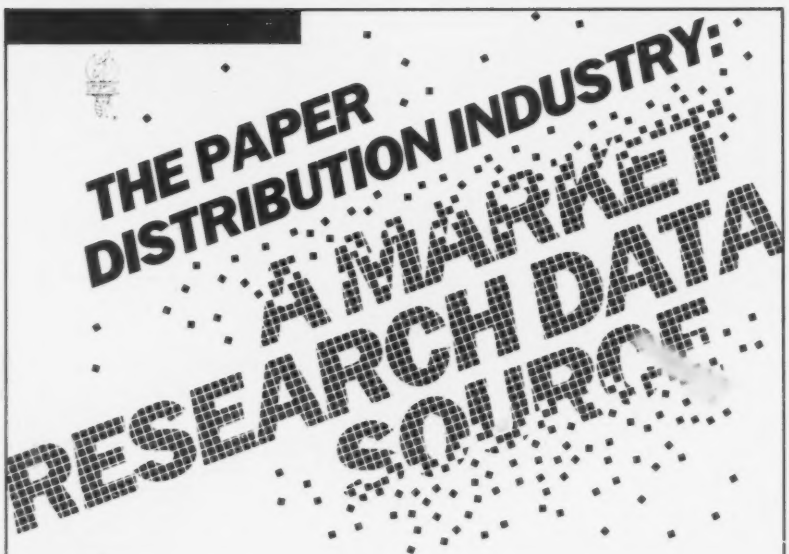
Study results are based on in-depth interviews with over 200 individuals—I/F-using retailers and suppliers (printers, paper companies, equipment manufacturers, distribution organizations) and newspaper publishing executives.

For more information on this multi-client study ($6,800 sponsorship fee until year-end 1986), contact: Strategic Futures, Inc., 595 Madison Avenue, New York, NY 10022, Phone: 212–371–9111 (Murray Halbert).

Summary

This has been a long series of articles, but dead stock demands more than a few words. At today's inventory carrying costs, it's deadly to profits to sit on your junk year after year in the flickering hope that someone will buy it eventually. It ties up cash that certainly could be put to better use...other new stock items that sales needs desparately; new branches in new markets; the chance to make acquisitions when the price and time is right; the need to increase pay scales to retain valuable employees; new trucks; warehouse additions; and up-to-date computer systems; a trip to Hawaii; whatever...but any of these beats leaving the cash to gather dust on your shelves!

Dead stock can cause management to try corrective action on inventory size in the wrong places. Sometimes, an effective system might be discarded or modified because the inventory keeps going up, yet the system performs just as it should on the good material. Dead stock is the real problem. Decide now to work out your program and begin an all-out assault on this profit-drain.



The Paper Distribution Industry: A Market Research Data Source is a comprehensive marketing, economic and financial analysis of the U.S. paper distribution industry. With newly-released Government information from the Census of Wholesale Trade, NPTA-sponsored primary research, and wholesale distribution consultants' opinions, the report represents a unique view of this $24 billion per year business. For more information call the National Paper Trade Association's research department at (516) 829-3070.

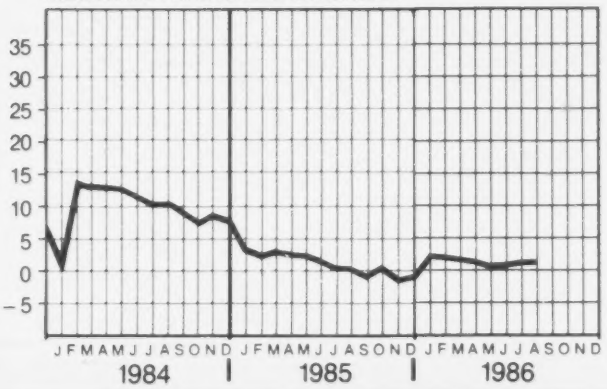
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

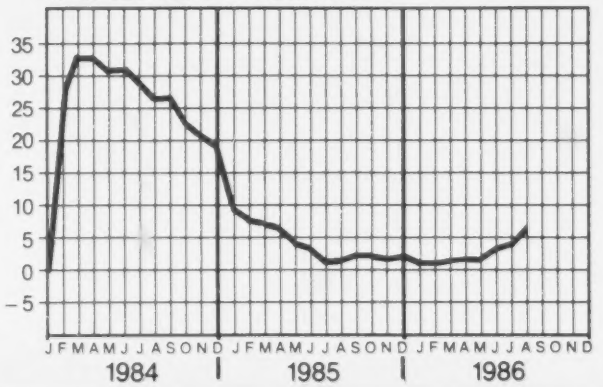
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



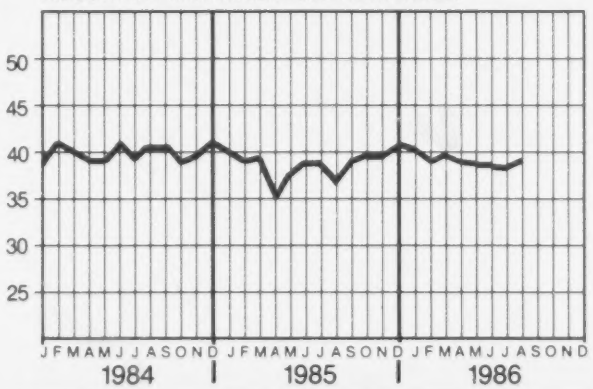
PRINTING PAPER SALES NATIONALLY



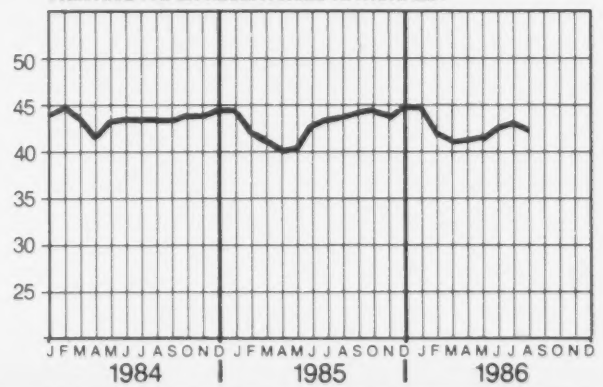
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



PRINTING PAPER RECEIVABLES NATIONALLY



INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY

PRINTING PAPER INVENTORY NATIONALLY

IFC Nonwovens introduces four unique additions to the Like-Rags wiper line...

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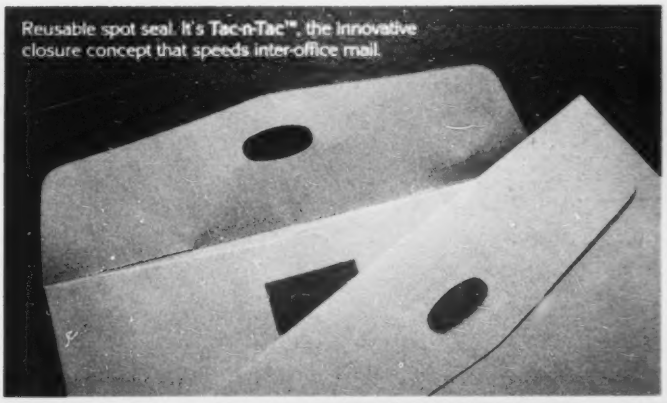
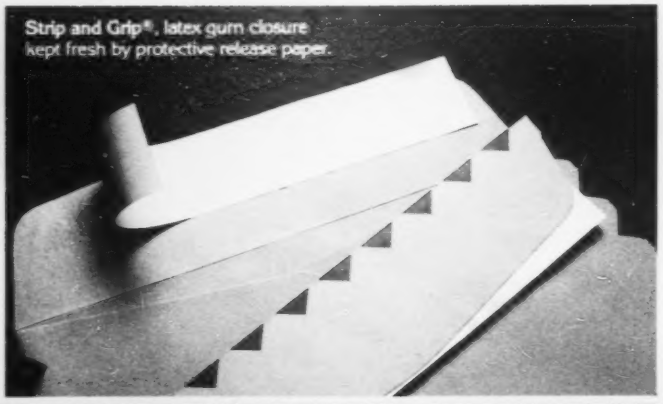
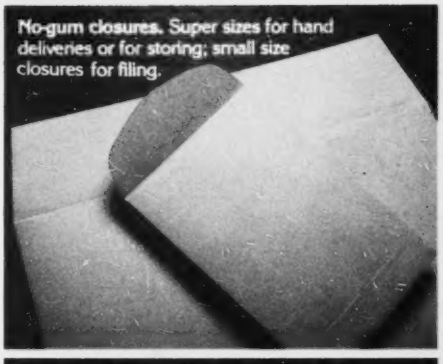
Who but National Envelope offers you so many closures?



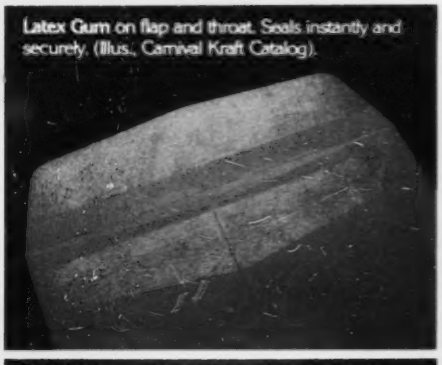
Reusable spot seal. It's **Tac-n-Tac™**, the innovative closure concept that speeds inter-office mail.



Strip and Grip®, latex gum closure kept fresh by protective release paper.

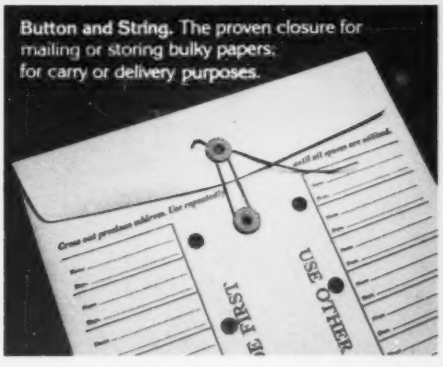


No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.

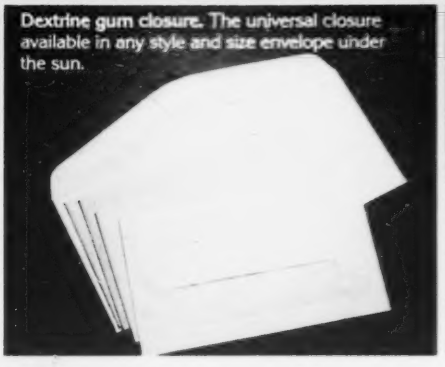


Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog).

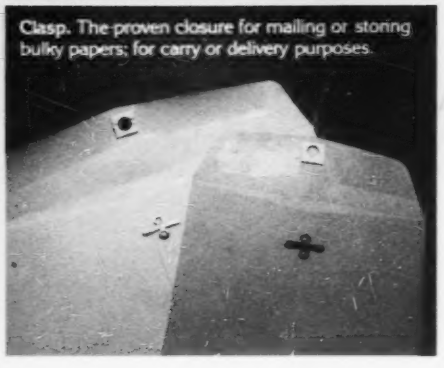
Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



Button and String. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.



Dextrine gum closure. The universal closure available in any style and size envelope under the sun.



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Champion Envelope Corp., Union, NJ, 07083, 201 / 353-8100, 800 / 526-6829.
National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
Lenexa, KS, 66215, 913 / 888-3282, 800 / 255-6288.
Vinita Park (St. Louis), MO, 63114, 314 / 423-6700, 800 / 325-0002.

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NPTA MANAGEMENT NEWS DECEMBER 1986

Will 1987 be Magical?
The Presidents' Forecast

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Cover Photo: Richard Chesnut

JAMES RIVER TO ACQUIRE SPECIALTY PAPERS COMPANY

Specialty Papers Company of Dayton, OH a leading manufacturer of flexible packaging materials supplied to the food processing and customer packaged goods industry will be acquired by James River in an exchange of stock. The company to be acquired posts annual sales of approximately $65 million and employs 400 people.

James River's Flexible Packaging Division will take in Specialty Papers as part of its operation. This "underscores James River's commitment to strengthen its position in the flexible packaging industry," the company reported. James River now has annual sales of approximately $4.7 billion.

EXPANSION AT LINDENMEYR

A brand new 24,000-square-foot warehouse will be constructed by the Lindenmeyr Paper Corporation in the Lancaster Industrial Park to serve the Lancaster, Harrisburg and York, PA, printing market. It will also house sales offices and a Graphic Resource Center to provide paper samples and specimens, custom-made paper dummies, and information and counsel on paper selection and specifications, as well as regularly-scheduled exhibits and seminars for the graphic arts professionals throughout the area. Dale Rohrer will manage the branch which will operate in close conjunction with the company's Philadelphia division.

In making the expansion announcement, Alfred M. Schlosser, Lindenmeyr's president, declared, "This move represents a major commitment to the printing and design industries of the entire region, which we are confident will continue to grow both in size and in the devotion to quality they have manifested for decades."

CASE PAPER HAS NEW STRENGTH IN MIDWEST

"To keep pace with the continued growth of commercial printing in the nation's midwest," Case Paper Company's president Irving Schaffer announced its expanded facility in Chicago. The capacity of Case's paper converting and warehousing has doubled and is expected to meet both present and future needs.

Space will be provided to inventory more than 30 million pounds of coated and uncoated stock and the plant will be equipped with three trimmers, one slitter/rewinder and three sheeters including a new Clark-Aiken Super DS sheeter. Mr. Schaffer said that the company's sales volume in the midwest has nearly doubled during the past five years and that "nationwide sales for the first three quarters of 1986 are up 10%" over the same period a year ago.

The new 140,000-square-foot facility is located at 900 West 45th Street, Chicago, and should be in full production by the end of the year.

BUTLER PAPER FORMS ITS FOURTH REGION

A newly-created southwestern region includes Arkansas, Louisiana and Texas, Butler Paper Company president F.G. Walker announced. The location of this fourth region will be reported soon. With 63 outlets coast to coast, the company operates as part of the paper distribution and converting division of Great Northern Nekoosa Corporation, and had over $700 million in 1985 sales.

Robert H. Nauta, former vice president and general manager of the Chicago division, is the new region's vice president; Glenn Barton replaces him in Chicago. Another personnel change resulting from the new region is Michael R. Conley as vice president of the central region. He was vice president and general manager of the Milwaukee division and he will be replaced there by James L. Kruk. Alan E. Lang and Robert W. Kunde will continue as vice president of the eastern and western regions respectively.

SCOTT ESTABLISHES EURO-COMMERCIAL PAPER MARKET

An important new source of capital, the Euro-commercial paper program, was established by Scott Paper Company whose combined worldwide 1985 sales totaled $4.1 billion. Under the program, Scott can borrow the equivalent of up to $200

EVENTS

DECEMBER

11–12. *Financial Times Conference "World Pulp and Paper" to be held in London. For further information call Stephanie Dewey, 01-621-1355.*

JANUARY

20–22. *Maximizing the Potential of Multi-Branch Logistics, New Orleans, LA. Contact NPTA.*

FEBRUARY

13. *Managing Customer and Product Line Profitability—A Key to Survival in the '80s, Minneapolis, MN; Innisbrook Resort, Tarpon Springs, FL. Contact NPTA.*

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Wrap Offers Liquid Absorption, Heat Retention, Variety of Sizes and Colors

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Complete Line of PVC Film Available for Combination Shipments

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Retail Foil
Variety of Sizes for Our Foodservice Distributors

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Alcan Exclusive — Innovative Gauge and Footage for $ Savings Per Unit

"Cash & Carry" Pop-Up Sheets
Alcan Exclusive — Individually-wrapped Cartons for Longer Shelf Life

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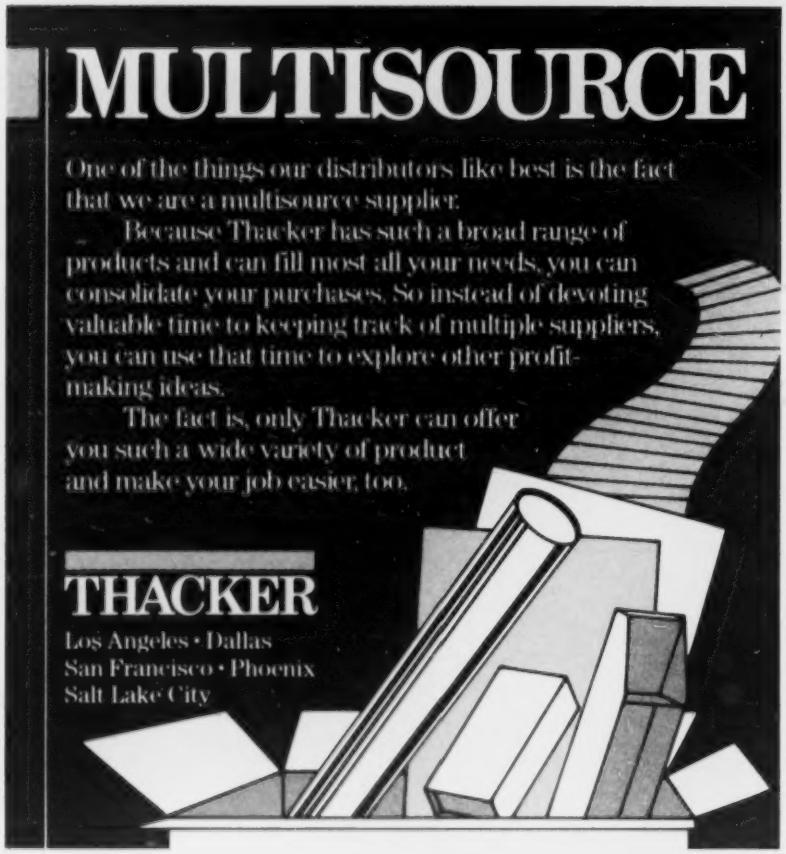

PAPER DISTRIBUTION INDUSTRY
BEST SELLERS

Rank	Publication	Last Mo.
1	Printing Paper Sales Compensation. *NPTA.* $40.	1
2	Fine Paper Catalog. *Grade Finders.* $55.	2
3	Improving Profits Through Better Marketing: The Marketing Productivity Audit. *Healy.* $35.	—
4	The Practical Handbook of Warehousing. *Ackerman.* $40.	3
5	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	4
6	A Guide to Value-Added Purchasing. *NPTA Brochure.* 10¢ each.	5
7	Measuring Customer and Product Line Profitability. *Mullins.* $35.	—
8	Merchandising to Maximize Your Margins. *VanDeMark.* $25.	6
9	Practical Handbook of Distribution/Customer Service. *Blanding.* $40.	9
10	Wholesaler Inventory Control. *VanDeMark.* $25.	8

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million in notes offered through Morgan Guaranty Ltd and Swiss Bank Corporation International Limited.

The London branch of Morgan Guaranty Trust Company of New York will act as issuing and paying agent, but the notes cannot be sold in the U.S. or to U.S. persons. Scott may issue the notes in minimum denominations of $500,000 (U.S.), 1 million pounds sterling, and 1 million ECU with maturities ranging from seven to 183 days.

Ashok N. Bakhru, Scott senior vice president and CEO, said, "The Euro-commerical paper market is rapidly developing into an important source of capital, and complements well the U.S. commercial paper market. Entry into (it) is consistent with Scott's objective of obtaining the lowest cost funds."

MERCHANTS SALES COMPANY HONORED

At a recent NPTA show, two companies paid tribute to Merchants Sales Company, a manufacturers' representative agency that markets products through distributors. Alumax Foils presented a plaque to the company, recognizing it as their manufacturers' representative of the year. Anchor Industries also awarded the company a plaque because it attained the largest dollar sales increase for fiscal year 1986. Salesmen of Merchant Sales received special plaques.

CARDINAL PAPER ACQUIRES SOME OKLAHOMA PAPER ASSETS

Upon final approval, an agreement will have Oklahoma Paper Company's inventory assets going to Cardinal Paper Company. Oklahoma's president Sig Harpman, Jr., and general sales manager George Shadid will join Cardinal, together with selected sales and support personnel there. "We have long respected Oklahoma

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"MBWA" MAY BE THE BEST WAY TO STAY IN TOUCH

Managing By Wandering Around (MBWA) may either be the best way to stay in touch with employee activities or it may be just a way to legitimize something some managers do anyway. In Tom Peters book *In Search of Excellence,* he explains that "not many managers practice MBWA, and those who do don't to it right. Wandering around doesn't mean a reversion to stone-age management in which people are kicked in the backside and told how to do their jobs."

Well then, how does a sales manager wander around properly? The purpose of wandering is to remove yourself from the isolation of the office in order to keep in touch with what is going on. The wanderer is *not* a traffic cop.

Peter feels strongly that the key managerial role is that of facilitator. He or she brings people and resources together. Peter says the manager should engage in "naive listening" while practicing MBWA. It requires "asking a question and keeping your mouth shut until you've heard the answer."

Admittedly, this is not easy to do. "Manager's have to earn their employee's confidence," Peters says. Listening pays off in the long run. Try being a walking listener.

Paper Company," said Cardinal's chairman Robert W. White. "Our combined strengths will provide Oklahoma businesses with improved service, a wider variety of products and more competitive costs." Cardinal Paper is a wholly-owned subsidiary of Century Papers, Inc., which operates 17 distribution centers in the midwest and five retail stores in Texas.

THE TOILET PAPER INDEX: A NEW ECONOMIC PREDICTOR

It has been in existence for nearly six years, says Jim Kent, chairman and CEO of Associated Paper & Supply of Lithonia, GA, and has been a faithful predictor of economic activity. What Kent has been flushing out over the years is data for his *Toilet Paper Index*, (the TPI). Although the federal government has not picked up on it yet, there may be merit in creating a predictive model.

Kent reports that as the economy goes, so goes the ordering of toilet paper. On the surface, the correlation seems questionable. He has found, though, that when the economy is strong, businesses order lots of toilet paper. And when the economy turns down, there are more people out of work and so less need for toilet tissue in offices and industry at large. It seems to make sense.

But there are two-plys to his approach. Kent takes it one step further. In a growth economy, businesses are buying better quality products. "You see that in the better buildings," says Mike Williams, president of the company. "You're going to see an end to the junk stuff." Evidently, premium toilet paper is reaping the rewards in Kent's TPI.

NEWS BRIEFS

MEAD announced 1986 third quarter earnings from continuing operations of $36.3 million before a one-time charge from previously discontinued operations of $13.2 million. Net earnings for the third quarter of 1985 were $23.6 million.

Sales of $837.4 million in the third quarter this year were up 18% compared to 1985 sales of $709.5 million for the same quarter. Third quarter 1986 sales included approximately $64 million for one month's operations of the Zellerbach Distribution businesses acquired September 3, 1986. Sales for the first three quarters this year were $2.29 billion compared to $2.10 billion in 1985.

"Markets and operations in our major businesses were very strong during the quarter," commented Burnell R. Roberts, the company's chairman and CEO. "Mead's pulp, paperboard and paper businesses turned in solid operating performances in the midst of improving market conditions."

CHAMPION INTERNATIONAL CORPORATION announced 1986 third quarter net income of $63.8 million, compared with $37.9 million for the same quarter last year. Net sales of $1.1 billion were about equal to the last quarter but below year-ago levels primarily due to the sale of packaging operations to Stone Container Corporation in February. The net income for the first nine months of 1986 was $136 million; it was $125 million for the comparable period in 1985. The company reported that some cost-savings were made and certain other costs were transferred to business segments in connection with its reorganization July 1st. On that date also a new pension accounting program was adopted. Printing and writing papers sales improved.

LESLIE PAPER-CHICAGO celebrated three successive months of record sales growth with an Open House for its customers and vendors on October 3, 1986. About 500 guests toured the facility's expanded inventory program and shared food and drink in a jungle setting. (The company's colors are orange and black, and the tiger is its mascot.) The turnout was considered impressive in the light of widely reported Des Plaines flooding which had closed many of the area's thoroughfares. It certainly did not dampen the enthusiasm of the participants.

UNION CAMP's earnings for the third quarter of 1986 rose 81% to $36,427,000, with sales up 11% to $463,771,000, compared to 1985's third quarter. Company chairman and CEO Gene Cartledge said, "Demand for paper and paperboard in both domestic and export

markets was very strong." He foresees continued strong demand for paper and packaging.

GREAT NORTHERN NEKOOSA CORPORATION announced record third quarter net income of $34.6 million, more than triple the 1985 comparable period. Conditions believed to be responsible are the weakening U.S. dollar and strong export and domestic demand. The 1986 net income includes a one-time charge reported in the second quarter to reduce operations and implementing productivity improvement programs in Maine. It also includes a $2.3 million investment tax credit in the third quarter and $8.1 million in the first nine months of this year. The proposed 1986 Tax Reform Bill would reduce the $8.1 million by $3.2 million. "We look for continuing improved earnings for the remainder of the year," said company chairman William R. Laidig.

PEOPLE IN THE NEWS

Donald K. Watson has joined the Whiting-Patterson Company, a division of American Envelope Company, as president and general manager. He follows **Benjamin P. Wright** who retired.

Robert "Bob" Weede has been appointed marketing manager of business forms products, the Southern Region of the Unisource Corporation announced.

Bob Topliff was promoted to the position of distribution manager of Lindenmeyr Paper Corporation's New England division. Also, **Meredith White** was advanced to sales service manager of the Canton, MA, headquarters facility, and **Guy Barbieri** joined the division as sales service manager in Hartford.

William A. Enouen was elected senior vice president and chief financial officer of Mead's forest products and electronic publishing company. A certified public accountant, Mr. Enouen has been with the company for 27 years, beginning as assistant to the controller.

John Stangby is now Butler Paper's vice president and general manager of the Sacramento, CA, division, and **Lamar Alexander** is manager of printing paper for the Baton Rouge division.

Ronald G. Hilton is now vice president of finance and administration for Inlander-Steindler Paper Company, Elk Grove Village, IL. In this new position, Mr. Hilton is responsible for the administration and direction of all financial matters and accounting operations, as well as for the company's commercial and employee insurance programs.

Clete Thayer retired on October 29, 1986, from Leslie-Paper's Minn-Dak Region where he served as printing papers manager. **Joel Whitbeck** succeeds Mr. Thayer in that position. **Ruth Shaltis** was also promoted; she was personnel manager of the company in Chicago and will become secretary of the Leslie Paper Foundation, a corporate position in Minneapolis.

Joseph M. Pancza, Jr., has been named director of sales and merchandizing of the Personal Care Division of Marcal Paper Mills, Inc.

Peter F. Yacavone, 58, vice chairman of the Great Northern Nekoosa Corporation, died of an apparent heart attack September 28 at his home in Stamford, CT. He joined Great Northern Paper Company in 1966 and was elected president in 1983 of the parent company, Great Northern Nekoosa.

Matthew Sack is now vice president of sales at DataCom Inc. In addition, he will retain his responsibilities as vice president of DataFile, Inc., a manufacturer of expanding file products.

Robert F. Meyer and **Billy C. Bond** were elected to the position of corporate vice president of the Hammermill Paper Company. Mr. Meyer will continue to serve as president of the Hammermill Papers Group while Mr. Bond will continue as president of the Allegheny Railroad Company and of the Southern Forest Products, as well as director of Corporate Forest Resources.

David Marunycz was appointed manager of product development, and **Mark E. Powell**, research associate for Penntech Papers Inc. Both men will be working out of the research and development department of Penntech's Johnsonburg, PA, pulp and paper mills under the supervision of **Richard L. Post**, director of research.

NEENAH PAPER HOLDS 3-DAY SPECIFICATION SEMINAR

Sales specification participants from the United States and Canada attended a 3-day merchant specification seminar entitled "Teamwork, The Key to Success," conducted by Neenah Paper. Topics which were discussed included the role of specification sales in design, promotions and advertising for specification sales, specialty printing techniques, and others. An overview was presented of the fine paper market and Neenah's role in it, after which Neenah's paper mill and distribution center were toured.

PRINTING PAPER

PAPER POP-UPS ADD PIZAZZ TO PRINT

Once thought only appropriate in children's books, paper pop-ups are popping up in a great variety of advertising media. The latest of these appeared on the pages of *Sports Illustrated* where an entire truck model leaped off the paper.

Paper engineers (as they are called) craft beautiful three-dimensional designs, usually representative of actual things—like a truck, the Empire State building or even a tall ship. Structural Graphics created a clipper ship and showed how they went about it in the pages of *Step-By-Step Graphics*. They reported that nearly 40% of the total cost of production of any pop-up is in the labor required "to build it, with another 20% for paper. Printing represents about 18%, diecutting is another 15% and art is the remaining 10%."

Paper used for these projects usually bulks at about eight points. This stock is thick enough to fold properly without being too bulky. Paper engineers often start with a thicker, coated stock in the design stage because it is easier to work with.

In 1981, the United States Post Office began allowing novelty inserts in magazines without an extra mailing charge. Since then, Yves St. Laurent has had a bouquet of flowers pop out of *Vogue* with a perfume strip, Honeywell had a paper company building leap off the pages of *Business Week*, and recently Transamerica placed an ad in the 5.5 million copies of *Time* that had the famous pyramid-shaped building grow out of its pages. The company spent $3.5 million on the four-page insert.

Interest in paper engineering has resurfaced of late. Lowell Hess, a graphics historian, has found paper engineering designs dating back to the 1500s and says that the Victorian era had a fascination with all things mechanical and made elaborate paper pop-ups.

The 20th century saw very little three-dimensional paper work until the 1960s when Waldo Hunt, considered to be the Godfather of the modern industry, began his work.

Today, the sky is literally the limit. Paper usage in pop-ups and the related area of cut-outs is growing steadily. A set of 15 award-winning paper airplane designs, packaged with a direction book and heavy-weight paper stock has been a big seller in hobby and novelty stores for $14.95. They are sophisticated and not easy to build. Paper is now being seen as the ultimate building block by craftsmen, engineers and advertisers.

REPORT FORECASTS PRINTING MARKETS AND PAPER GRADES

In May 1987, a three-volume report will be available analyzing trends and forecasting prospects for major printed products and paper grades. The Graphic Arts Technical Foundation of Pittsburgh and Strategic Futures, Inc. of New York are cooperating to produce the report, *Printing Markets Outlook and Paper Grades Outlook*.

Over 40 printed product markets and

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their segments will be explored in the first volume; current and forecasted demand for 25 paper grades and subgrades will be examined in the second volume; and the third volume will interface the information in the first two. Sponsoring companies will receive detailed data on planning, production and management for existing and expanding markets in order to understand new threats and opportunities. More information may be obtained from Murray L. Halbert, SFI, 595 Madison Avenue, New York, NY 10022, 212–371–9111, or Dr. Nelson R. Eldred, GATF, 4615 Forbes Avenue, Pittsburgh, PA 15213, 412–621–6941.

PRINTING PAPER MAGAZINE STUDY TO FORECAST PRODUCTION THROUGH 1991

In its fourth major multi-client study since 1972, Strategic Futures, Inc. (SFI) will analyze the magazine industry and its growth potential for the next five years. The study is designed for use by paper companies, printers and manufacturers. There will be two major components of their work: 1. an indepth report and forecast on industry changes with explanations of why these are likely to happen; 2. a database analysis of over 20,000 magazine titles that sponsors can use for customized, confidential computer runs.

For more information on SFI's work, contact them at 595 Madison Avenue, New York, NY 10022; 212–371–9111.

EUROPEAN PULP AND PAPER INDUSTRY INFORMATION BOOK

160 pages of the *Paper European Data Book 1986* give detailed statistics on supply and demand, raw materials and market conditions governing the health of the Western European pulp and paper industry. The book is divided into 11 chapters, covering general indicators (population, land area, GNP, etc.) the industry's structural data (operating rates, investment information), grade-by-grade descriptions of the pulp, paper and board sector, and many other topics. It was published in October 1986 by the international journal *Paper*. Write to Venetia Child, Circulation Dept., Benn House, Tonbridge, Kent TN9, 1RW, UK, for more information.

WEB MARKING IS REDUCED BY AIR FLOTATION

A major innovation in web printing has harnessed forced air to support web paper as it moves through the press. It is a non-contact system that reduces web marking from paper travel at points where the paper must change direction.

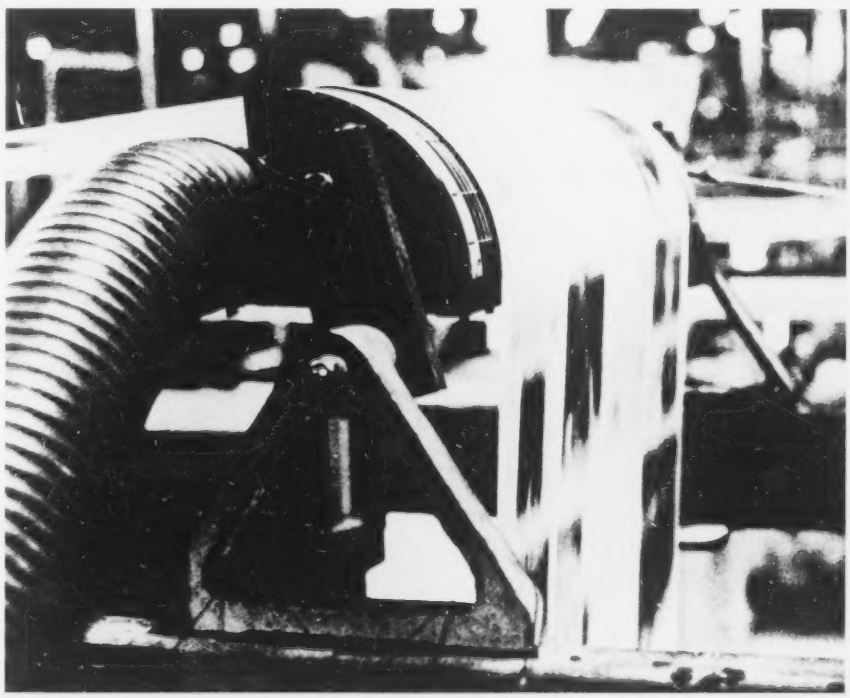
Tecturn™, an air cushioning system developed by TEC Systems, uses an air bar with a "waffle vent" arrangement for uniform airflow across the entire width of the web. The clearance is held constant despite changes in web tension. An optical scanner is also used to automatically steer the web.

INDUSTRIAL PAPER

DISCARDED PLASTICS: IS THERE AN ANSWER?

With so much being made of the adverse effects of discarded plastic disposables on the environment, industrial merchants are certain to be affected. On June 25, 1986, Senator John Chafee (R, RI) introduced S. 2596, the plastic waste reduction act bill. The purpose of the act is to study the effects of discarded disposable product containers on the environment, especially fish and wildlife. Under the act, the Environmental Protection Agency administrator would be required to make recommendations on actions to be taken to alleviate the problem.

The bill also mentions raw plastic particles used to make products as a target for future research. According to the agency, these pellets are mistaken for food by small animals, fish in particular.



Many northeastern states have adopted "bottle bills" in the hope of lessening the amount of plastic bottles and drink containers being discarded on roads and other places. Another major target is fast food packaging and paper wraps on snack items such as potato chips, plastic wraps on confectionery, and other products. A hearing on this area of study is due to be held next year.

THE CLEANING AND MAINTENANCE SUPPLY INDUSTRY, 1985-86

Sales of sanitary supplies by distributors reached an all-time high of over $7.6 billion in 1985, according to a 1986 survey conducted by *Sanitary Maintenance Magazine*. 1986 sales are projected to exceed $8.2 billion.

The survey reveals some very interesting facts. Total distributor sales have increased by $650 million, a little over 9%. To support these increases in sales, distributors have added nearly 4,000 sales people to their staffs.

While the number of firms doing less than $500,000 annually increased only slightly, a number of firms whose sales were in excess of $1 million grew by 8.7%.

In 1984, 2,488 distributors were doing more than $1 million annually with total sales of $5.4 billion (77% of the total market). In 1985, 2,704 firms were in this category with total sales of $6.3 billion (82% of the total market). As the industry matures, the trend toward larger firms accounts for an increasing share of the market.

Based on the survey results and the projection of $8.2 billion in 1986 sales by distributors, industry manufacturers should look for a solid growth rate of about 8% for the year. Supply purchases from distributors total $527 million compared to over $241 million directly from the manufacturers. This represents purchases only by those service firms in the survey. It is estimated that these firms represent 80% of all the purchases by service firms in the U.S. The largest percentages of materials bought directly are in the floor finish, cleaner and chemical areas. A substantial number of floor machines, however, are also bought directly from manufacturers. Other supplies, generally speaking, are most often obtained from distributors. Overall, approximately 69% of all purchases by contractors are from the sanitary supply distributor.

IT'S ALL IN THE BOX?

An article in *Single Service News* about a Gallup study reviewed in *Nation's Restaurant News Magazine* found that consumers were more satisfied with takeout packaging used in supermarkets, delis and Italian restaurants than the packaging used in fast food outlets. 76% of those polled were very satisfied with packaging used in supermarket delis, compared with 74% for Italian restaurants. 61% were satisfied with packaging used in fast food restaurants and 64% were happy with packaging in Mexican restaurants.

The article went on to say that adults who purchased takeout foods in the past 30 days increased from about one-third (35%) in 1977 to half (50%) in 1986. About half of this increase occurred since 1985. The top choice for takeout patrons was pizza or Italian restaurants (20%), followed by Chinese restaurants (9%), supermarket delis (8%), family restaurants (7%), and an assortment of other restaurant types.

The growth in dinner takeouts appears to be related to hectic schedules and busy lifestyles. The primary reasons for choosing takout dinners were not wanting to cook (33%), and lack of time to prepare a home-cooked meal (33%). Smaller proportions were ordering takeout food for the sake of variety in the diet (16%) and to serve friends or family (8%).

The study also concluded that families in a two-income household were more likely to eat dinner in shifts than those in traditional households, according to the *Menu Monitor Report*. Families now eat in shifts 10% more frequently than they did 10 years ago. It is mostly the 18 to 34 year-olds who choose this new eating style. The study also attributes some of these trends to the breakdown of the family as an American institution.

SCOTT ISSUES BROCHURE ON CLOTH-REPLACEMENT WIPERS

All cloth-replacement wipers Scott offers and wipers made by other manufacturers are listed in a new brochure by Scott Paper Company. The *Wiping Products Information Chart* contains detailed product-specification figures on precision, medium-duty, roll, and more on cloth-replacement wiper lines from several companies and the corresponding Scott wiper products. The brochure may be obtained by writing to *Wiping Products Information Chart*, Scott Paper Company, Dept. JS-39, P.O. Box 830, Devon, PA 19333; or call 1–800–4–SCOTT–1.

MANUFACTURERS' REPS DIRECTORY AVAILABLE

Hundreds of independent manufacturers' representatives in paper, plastic and sanitary supplies throughout the United States can be found in the 1986–87 *Manufacturers Representatives of America (MRA) Yearbook and Directory of Members.* The directory may be obtained for $40 per copy from the MBA headquarters at 117 Miramar Avenue, Biloxi, MS 39530.

White House Small Business Conference

The 1986 White House Conference on Small Business took place in Washington, DC, from August 17 to 21, and was convened by President Reagan. It was the culmination of state and regional meetings held during the preceding year pursuant to newly-enacted bipartisan legislation calling for a national conference on small business (firms with fewer than 500 employees).

Twenty thousand executives participated in meetings across the country, and over 160,000 entrepreneurs were surveyed on major issues confronting small business today. Then this past August, 1823 small business representatives met with Senator Lowell Weicker (R, CT) and Representative Parren Mitchell (D, MD) to express their needs and concerns along with proposed solutions.

The delegates discussed, developed and prioritized a total of 371 agenda items covering finance, international trade, procurement, education and training, payroll costs, taxation, regulation and paperwork, economic policy, liability insurance, innovation and the future of an agency for small business.

After often lengthy examination and a series of votes, the initial agenda was narrowed down and rank ordered to 60 recommendations. They constitute the White House Conference's final suggestions on small business for serious consideration by the President and Congress.

The following paragraphs summarize the top 20 of the 60 recommendations which were agreed upon by the participants.

The principal concern of small business owners related to the country's liability insurance crisis. A four-pronged effort was recommended: civil justice reform; uniform standards for product, professional and commercial liability; regulation of the insurance and reinsurance industries; and viable, affordable alternatives to liability coverage. Furthermore, the Conference asked that a Senate bill be approved incorporating uniform fault defenses and eliminating joint and several liability. Emphasis was placed on defining "responsibility," including recognizing that each citizen must assume some responsibility for his/her safety and the normal hazards of everyday living.

According to the recommendations, federal and state governments should not mandate employee benefits, such as employer-paid health benefits, parental leave, disability leave, etc. Nor should government compete unfairly with small business in performing commercial services. A permanent advisory group should be set up to review non-profit and government actions in this regard.

The present Social Security system should be phased out over a long period and replaced with an optional, actuarially sound system of retirement and health benefits. All non-retirement programs should be removed while all government workers should be brought in. Both employer and employee contributions should be reduced and the base and tax rate should be frozen at the 1986 level. Private retirement programs should be encouraged.

Among suggestions for balancing the federal budget were a constitutional amendment, granting the President a line-item budgetary veto, rank-order budgeting, and correcting the Gramm-Rudman-Hollings law to adhere to its deficit reduction targets.

To disseminate information on international business opportunities, a Cabinet-level Department of International Trade should be created. Information should be made available about export financing, education and training, licenses, trade missions, etc. The department should represent small business in negotiations and policy actions, including extension of the General Agreement on Trade and Tariffs (GATT) to take in such things as intellectual property rights and services (patents and proprietary rights in data and technology).

There should be advancement on all levels of entrepreneurial education and instruction about the free enterprise system.

The matter of labor costs should be improved through repeal of both the Davis-Bacon Act and the Service Contract Acts.

The government should bear the burden of proof for substantial justification in connection with income tax disputes, and legislation should provide small business with the option to submit to binding arbitration any matter pertaining to a dispute with any federal agency before going to court. Congress should also extend to the IRS the Equal Access to Justice Act, requiring that agency to be subject to all the standards of the act.

Capital formation should be developed for small business through tax incentives for investment and the purchasing of new and used equipment, reenactment of the present advantages of capital gains, added credit for buying domestically produced products, developing and implementing new vehicles for small business capital formation, retention of the benefits of the General Utilities doctrine relating to any gain resulting from the sale or liquidation of a small business, and innovative research to strengthen small business programs.

A Small Business Administration agency should be maintained independent of any

Continued on page 25

The Presidents' Forecast

How does 1987 look to the paper merchant? NPTA's members of the board of directors thought about it and report what they see ahead. There will be improvement, they say, but it will require hard work.

Herschel G. Maltz

Obstacles Can be Opportunities

by Herschel G. Maltz, president
Century Papers, Inc.
Houston, TX

Prospects for improved profitability in 1987 look bright, due to the invaluable lessons learned during soft market conditions in 1986. A sluggish economy forced many of us in our part of the country to rethink former marketing strategies, to streamline areas of inefficiency and to keep marginal costs in balance with sales. By taking such a pragmatic approach, we have been able to turn obstacles into opportunities for this coming year.

An important key to continued success begins with the selection of personnel. Employees should be chosen not just in terms of their professional and educational qualifications but according to how well each personality fits the job description. Professional on-the-job training should be given particular emphasis. To this end, Century Papers has instituted our own "Dollars Ahead"© program, an innovative management approach that creates a marketing direction through financial planning. Our sales people are encouraged to set annual objectives in terms of earning expectations and key accounts developed; in turn, sales managers work with the sales people, offering strategic training and product instruction to support that effort. As a result, the objectives of the individual combine with the goals of the company in a coordinated effort that gets the job done in a directed, efficient manner. Both Century and the sales person become "dollars ahead."

Jonathan O. Bloom

In today's changing market, entrepreneurs must devise dynamic and creative ways to meet new challenges. Mergers of mills and merchants will continue to cause more changes in operating philosophy and new disruption of traditional channels functioning in the marketplace. The influence of foreign importation is playing an increasing role in the distribution field, impacting on lead times and pricing. In addition, manufacturers are reacting to national account selling with inadequate consideration of costs incurred by the distributor. Therefore, distributors have less and less opportunity to control the resale prices of their merchandise; they must continually reconcile deviated vendor prices and apply for cumbersome rebates.

The entrepreneur in the 1980s must always be aware of these complex market forces, adopting a fine measure of flexibility, efficiency and creative planning. Those of us in the distribution industry should stand ready to take on the demands of the future, applying the lessons of 1986 to promote profitability in the coming year.

Three Areas Need Our Attention in the Coming Year

by Jonathan O. Bloom, president
J B Papers
Union, NJ

For printing papers, 1987 looks to be a continuation of '85 and '86 in that I expect supplies of most grades to be relatively available, if not truly soft. Therefore, there would seem to be no reason to expect margins or profits to improve; rather, we will need to work hard to maintain net returns to our investors. If this outlook is correct, it means three aspects of our business continue to be critical.

First, strong customer relationships have always been the basis of any selling or distribution business. If the product—in our case, paper—is readily available, the merchant with the customers will survive and, at the least, get a chance to grow. Increasingly, these customer relationships will need to be built and rebuilt on true value-added services, from creative sourcing to efficient logistics. Without those differentiating services, the relationships will not long survive the increasingly skilled competitors most of us are becoming.

Second, we have all known we can't compete across the entire spectrum of our markets, but most of us have had real trouble narrowing and focussing on those markets in which we want most to build. It is one of the most difficult yet most essential parts of any planning: to identify those markets we do not want to pursue. I will confess, we at J B Papers have been no more successful than most at it. However, we need to evaluate the markets we want to target, then devise and revise strategies to serve them.

Third, we have also known that the key to future survival and growth is increasing the productivity of our people. Yet most of us are still more reluctant to invest in our people than in equipment and electronics. Sales training, the area with the most obvious and immediate payback, has become almost standard in our industry. But most of us need to constantly prod our sales management to maintain any momentum. Training of customer service, administrative and physical distribution personnel need attention in almost all of our companies to give us the base for the future.

Internal Operating Efficiencies are Paramount

by Frederick J. Stabbert
director, business development
Hammermill Paper Company
Erie, PA

On a national scale, 1987 is expected to offer a stable economic environment and a reasonably good business climate for the paper distribution business. Inflation, while perhaps inching up to a somewhat higher level than in 1986, will still remain relatively low compared to past years. The geographic markets of the northeast as well as the southeast will offer the best opportunities for real growth, while those geographic locations heavily involved with energy or agriculture will have somewhat lower growth rates.

When viewed from a business segment basis, the industry will continue to have excellent opportunities for growth in reprographics, computer paper and various coated printing paper markets, along with janitorial supplies, food service disposables and interior and exterior packaging segments.

With few exceptions, products will remain readily available during the year, providing a highly competitive business environment with little prospect for improving gross margins. As a result, the challenge to improve internal operating efficiencies will remain paramount. Merchants who have invested in facilities, computerization and other equipment over the past few years are expecting those investments to contribute toward higher productivity, better efficiency and more effective expense controls. Each merchant's competitive edge will be strongly emphasized and marketed. The value-added services of a broad product offering at competitive prices, timely deliveries and accurate support services—many of these are linked to better and more efficient computers—may spell the difference between a mediocre and outstanding year for the paper merchant in 1987.

Frederick J. Stabbert

CHAIRMAN'S CORNER

The Year Ahead Will Be What You Make It

NPTA is completing a great 1986 and you will see new services and programs put in place with the new year. For business in general, activity in 1986 was set by consumer goods and since our industry is closely tied to that segment, we benefited with increased sales.

According to market analysts, the year will close out with real GNP gaining at about a 2½% rate, while the paper industry will show increases of almost 4.5%. With the economy maintaining a reasonably strong rate, packaging should do well in 1987.

The new tax reform will have a strong impact on the industry's capital investments. However, the short term effect will increase spending on consumer goods. Since the industry has completed a major round of expansion programs, this slowdown should not affect its ability to meet anticipated demand. The legislature hopes that the positive effects of tax reform will come to pass in 1988.

The tendency toward mergers has really strengthened the base of industry operations by putting the companies in the hands of those individuals who want to manage the paper business and consequently will make the investments necessary to keep the industry competitive in this increasingly difficult international climate.

Finally, it is important to recognize that the paper industry is an example of an old, well-established industry that is able to keep itself healthy and progressive through frequent injections of capital and careful attention to changing markets through better management and investment.

I firmly believe that much of our destiny is controlled by ourselves and by how hard we apply ourselves to arriving at specific goals.

Best wishes for happy holidays for you and yours.

Francis J. Houlihan
NPTA Chairman

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Hospital Facial Tissue

Custom Printed Table Settings

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made for
special markets.

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Fortunes are often locked behind market barriers. The keys to these markets are items like the SERIES 2000 two roll cabinet, Signature embossed towels, decorator boxed facials, and rugged optimizer poly case packaging. Special products, the keys to special fortunes.

"We are specialty"

CrownZellerbach
A subsidiary of James River Corporation

James J. Swearingen

Critical to Success: Expense Control, Asset Management, and Marketing

by James J. Swearingen
executive vice president
Paper Corporation of America
Valley Forge, PA

We are anticipating a continuation of the economic and business conditions that prevailed during most of 1986, and we are basing our 1987 plans on a low-growth, low-inflation, highly competitive environment. As in 1986, strict expense control and asset management combined with creative marketing programs will be critical to our success.

A company-wide expense reduction program that was developed and introduced in early 1986 has proven to be very successful. Of most significance is the fact that this reduction in our expense base and control over the "creep" in our expenses have been accomplished without sacrificing our service to our customers. This program will be continued in 1987.

We have also been successful in reducing our substantial inventory investment, again without sacrificing service to our customers. This reduction was accomplished through a detailed evaluation of all inventory items, and more importantly, through the ongoing education and training of our buyers.

In view of existing business conditions and as part of our total marketing effort, we are concentrating on more specific customer-focused programs in 1987. These programs will provide benefits for both our various customer segments and our suppliers.

Our acquisition of Unijax, for example, has placed us in a better position to expand our national account-selling programs. This major acquisition, and the 38 southeastern locations it brought us, has also helped us to identify significant opportunities in the industrial side of our business.

We will continue to emphasize and refine the marketing programs, both mill brand and private brand, that we have developed with our printing paper suppliers. These programs are directed toward the high growth segments of the market, and, while margin pressure is se-

vere in many of these segments, distribution efficiencies have enabled us to compete effectively.

We have developed new products and marketing programs for our converting companies, and we anticipate a continuation of their solid performance in 1987.

Our national retail store program has expanded to 51 locations with the acquisition of the Unijax stores. These stores serve a very important market comprised of many small end users, and our retail concept affords us an opportunity to participate in this market on a profitable basis.

If we are successful in maintaining a proper balance of the many factors involved, we feel we will achieve our ambitious objectives in 1987.

Guarded Optimism for Louisiana

by Alan Rosenbloom, president
Marks Paper Company
New Orleans, LA

The economic slump which has plagued us since the fall of 1985 still continues in the state of Louisiana. What stimulates growth in most of the country's heavy industrial areas has been the source of recession for the Gulf South area. As the price of oil continues its upward trend, we at Marks Paper are looking at this sign with guarded optimism. With the present rate of the growth in oil prices, we may see some healthy signs by the third quarter of 1987.

We cannot look to oil alone as the cause of the problems in our area. We also need to look at tourism and shipping. Tourism is on the way to recovery, while shipping is probably a three-to-five-year project.

From a personal note, we feel our company is going to show a modest growth in 1987 because of the ambitious marketing program we began in 1985. We also believe that by offering customers good availability of inventory and service, they will be willing to pay a little more. We have used the lull to initiate an extensive personnel training program. These programs have enabled us to maintain margins at an acceptable level.

Alan Rosenbloom

Introducing Marvel's new long-life Ener-Gee Save® lamp. Marvel long-life lamps cost less, last twice as long as ordinary bulbs and the new Ener-Gee Save® lamps save energy too. What's more, they're made in the United States and are sold exclusively through distributors.

Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors, high pressure sodium lamps, low pressure sodium lamps and now the new Ener-Gee Save® lamp.

If you want to know more about how Marvel long-life lamps can brighten up your profit picture, just call us toll free: (800) 845-6421. We'll be glad to show you the light.

Made in the United States by:
MARVEL LIGHTING CORPORATION
(An American Brands Company)
222 Bridge Plaza South
Fort Lee, New Jersey 07024

ONE THAT SAVES ENERGY TOO IS MARVELOUS

In talking to other local merchants, they also think we have seen the worst, and a slow-growing trend will begin.

Good management, we believe, with stricter credit policy, aggressive marketing, and identification of new markets will create the growth needed in our trading area.

Gene Shelton

1987 will be a Challenging Year

by Gene Shelton, president
Sunclipse, Inc.
Montebello, CA

From the present vantage point, there are many uncertainties concerning the economic climate for 1987. The November elections which are in the future as this is written, could influence policy either by approving the course Ronald Reagan has set and retaining a Republican Senate, or by questioning it and turning Senatorial control over to the Democrats. It is difficult to determine the mood of the country until the votes are in.

In any case, business is faced with a dramatically new tax situation, one that changes many of the rules of the game as previously played. No one is sure what the immediate effect will be on investment and expansion activity. There is much that is positive in the new law but it will take time before the adjustments are made that allow decision makers to proceed with confidence.

At Sunclipse, we look for inflation to remain under control, which means that most improvements in margin will have to come from cost reduction and higher productivity. We plan to continue to modernize our production equipment to provide the environment for productivity gains. But in the last analysis the success we have in motivating our people will be of primary importance.

People are the indispensable part of the equation. The company that provides an atmosphere that encourages their growth, recognizes their input and rewards their effort is ready to respond to most variances in economic situations.

Our industry is in a constant state of change. We see ownership changes and consolidations and we also see companies drop by the wayside. These changes will continue, whatever the economic climate. At Sunclipse, we encourage an attitude that adapts to change and anticipates taking advantage of the opportunities change brings. 1987 will be a challenging year, but for those who meet challenge it promises to be a good and rewarding year.

Michael K. Olthoff

Focus: New Products for a Stable Year

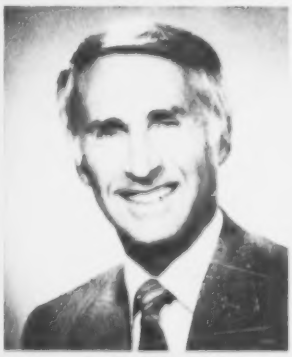
by Michael K. Olthoff, vice president
Nichols Paper and Supply Company
Muskegon, MI

The business outlook for 1987 can best be described as stable. In the markets we serve, we do not foresee any major business swings in the coming year. This, of course, presents a problem for any growth-oriented company. How are we going to increase our profitability and keep our people enthusiastic in a flat economy? There must be a two-pronged attack. (We are assuming that we take a continual close look at receivables, inventory, and expenses.)

First, we must be willing to actively look for new products. These can come from existing suppliers or a totally new line. We all know that we get results by showing new ideas and being creative. Our account managers and our customers are interested in new products. If you are going to get good results, upper management must make new products a focus so that people in all levels of your company know this is a priority.

Second, we must be willing to act as account managers and not just as sales representatives. We have to know our key accounts thoroughly so that we can introduce the correct products that will be a true value. This involves training of our people because it plays a key role in how the customer perceives us as a distributor.

Although 1987 is being described as a stable year, it will be a good one; but only for those distributors who are properly prepared to go to the marketplace. We feel we will be successful in achieving this goal.



Henry G. Phillips, Jr.

Texas Will Grow Again Next Year

by Henry G. Phillips, Jr., president
Clampitt Paper Company
Dallas, TX

While 1986 was a good year with a modest increase, it was not as good as we forecasted. For so many years, we in Texas were almost recession proof. With a booming economy, a minimum amount of effort brought good

growth. Those times are gone and may never return. Now we must reexamine our business to see how to meet the new challenge of the next few years.

We believe the business recession experienced in Texas has bottomed out and we will see a growing economy again in 1987. If that happens, we in the paper business can expect to benefit.

Although the availability of printing paper has tightened somewhat in recent months, we see 1987 as another year in which our products will continue to be freely available, permitting growth in all areas. Yet, even though American paper manufacturers will have adequate capacity, we will continue to see foreign paper manufacturers trying to obtain more distribution for coated papers and cut size bond.

The cut size market continues to lead all others in total growth. The slowdown in the economy did not affect the copier market as much as other areas in the printing paper field. We will still feel pressures from business forms manufacturers for this business as the high speed copiers go on cutting into the conventional business forms market. We have seen O.E.M. become more aggressive trying to protect their share of this market. It will not be easy, but we feel that aggressive paper merchants will continue to grow in this area. We also believe the convenience store will expand in 1987 as the major markets expand. The service these stores provide cannot be provided by paper merchants with their broad geographical territory.

In summary, 1987 will be a good year, better, we believe than 1986. It won't be easy, but no one ever promised that selling paper was easy. It is fun though, and we are enthusiastic about the possibilities.

More Sales Training in the Coming Year

by Lawrence S. Pollock, Jr., president
Pollock Paper Distributors
Dallas, TX

Our outlook for 1987 is, as it was for 1986, cautiously optimistic. We feel we have been reasonably effective in reaching goals that were set for this year and we plan to continue to manage our business to keep improving our returns. Certainly, in our part of the world, inflation still seems more than under control. What we are having to adjust to is a slowed down rate of growth in our trade area, although we hope we have seen the bottom of the curve.

Since the influx of people and expansion of existing businesses has slowed, more constructive and specialized selling efforts will be required. This will mean a continuation of our "in depth" training programs for new sales people and the continuation of our efforts to upgrade our account performance, which is the way we monitor a salesman's effectiveness at each account in his ledger. Additionally since

To sum up, opportunities still exist in this business, and we have confidence in the abilities of our people to perform in the market place.

Lawrence S. Pollock, Jr.

Look Toward a Satisfying Year

by Alfred M. Schlosser, president
Lindenmeyr Paper Corp.
New York, NY

Alfred M. Schlosser

At Lindenmeyr, we are making our plans for 1987 on the basis that there won't be a tremendous amount of strength to the United States economy. Somehow, non-election years have a way of turning out with poorer business conditions than election years.

Furthermore, it will be the first year in which both businesses and individuals will be operating, and making decisions, under the new tax law.

We expect next year to be a difficult economic environment with demand for use of paper growing slowly. Coupled with new free sheet and coated paper capacity, it is likely to have an adverse impact upon both manufacturers' and merchants' margins.

In order to meet the challenges of the coming year, we are working diligently to keep our expenses under good control. However, increased sales efforts will be very important, and we are planning to continue to add to our sales staff, and are actually budgeting more for advertising in the coming year than for 1986.

Planning these moves is one thing; executing them properly may be quite something else again. When we do our budgeting, I like to continually remind our managers that sales and gross margin targets are just goals that may or may not materialize, whereas the expenses that we budget are much more tangible and much more resistant to change. All in all, we are looking for a satisfying year in 1987, but it won't be done without a great deal of thought and effort.

Survey Reports Paper Merchant Converting Activity

For those merchants that do convert, it is an increasingly important service for their customers.

by John S. LaRosa
NPTA director of research

A significant number of paper merchants perform various converting operations as a value-added customer service. Yet it is an area that has not been investigated in depth until now. In September 1986 NPTA mailed a converting survey to 550 paper merchant companies and received a total of 94 replies.

Industrial paper merchants constituted 41% of the total sample, followed by dual merchants at 31% and printing paper at 28%. The breakdown of respondents by company size was as follows:

Under $10 million	42% of companies
$10–25 million	26% of companies
$25–50 million	12% of companies
$50–100 million	4% of companies
$100 + million	16% of companies

Here is a profile of the typical paper merchant that performs converting operations today.

- The firm most likely has net sales under $25 million, skewed heavily to under $10 million.
- About 5.2% of total sales are derived from converting.
- Slitting and sheeting are performed most frequently, related most commonly to offset and bond paper, board products, and foam/polyethylene.
- Sheeting operations are most profitable.
- The average merchant has been converting for 25 years, and 17.5% of his work force is somehow involved in these operations.
- A large majority do separate converting sales and related expenses from the rest of their business and use a job costing accounting method most often.
- Two-thirds of merchants report converting to be increasing in importance.
- The key reason to offer this service is to provide added customer service, increase customer loyalty and differentiate the firm from the competition. The main drawback is the investment required to start up the operation.

Detailed Survey Findings

What Percentage Does Convert and What Share of Sales Does It Represent?

60% of companies responding indicated that they did not have converting operations—representing zero percent of their total revenues. 40% did have converting operations. The overall average for 85 firms was 5.2% of total sales contributed by converting functions.

When looking only at the group that does convert, an average of 13% of their sales were attributable to converting (ranging from under 1% to 95%).

Types of Operations Performed

In order of importance, following are the types of converting operations performed by paper merchants:

Operation	% of sample
1) Slitting	24
2) Sheeting	23
3) Rewinding	12
4) Roll to sheet changes	11
5) Cutting*	11
6) Trimming	5
7) Round cornering	3
8) Other**	10

*Includes: cutting to smaller sizes, die cutting, cutting printing paper and foam products.
**Includes: 3-hole punching, ruling, pressure sensitive label printing, private labeling, drilling, pouches.

What Are the Main Products Converted?

Major paper grades converted cluster primarily into three groups although many others are included. In order of frequency mentioned, the grades are:

1. Offset and bond paper
2. Chipboard, S.B.S. board
3. Foam/bubble/polyethylene
4. Uncoated stock
5. Tag, index stock
6. Corrugated sheet
7. Kraft
8. Coated stock

9. Newsprint
10. Vellum
11. Enamel
12. Xerographic
13. Book paper
14. Pressure sensitive stock
15. Films and foils
16. Text stock
17. Agricultural pads
18. Non-wovens.

Detailed Survey Findings continued

According to William Bregman, president of the Deltapaper Company, Philadelphia, PA "We are concentrating on sheeting, slitting, flexographic printing and laminating—the two latter functions are usually not performed by a typical paper distributor. Deltapaper is primarily a converter that got into distribution, rather than the opposite situation for most other NPTA members. I see the market in paper-based packaging materials as declining, but it is still important and has shifted to being a specialty area rather than a commodity type item."

What Share of the Workplace is Involved in Converting Functions?

From less than 1% to 78% of a merchant's total personnel may be involved in converting operations, a wide range. The average for all firms is 17.5%

What Converting Operation is Most Profitable?

By far, sheeting operations were stated to be most profitable.

How Long Have Merchants Been Converting?

There is indeed a broad range here, from 1 to 100 years. Responses indicate that merchants either have been converting for the major lifetime existence of their firm (20 to 25+ years) or for a very short time (for new firms established only a few years ago). It seems unlikely that a long-established company just recently began offering this service to its customers. Nevertheless, the overall average was 25 years.

Do Merchants Separate Converting Sales and Expenses from the Rest of Their Business?

A total of 67% said yes, 33% said no. If these sales and expenses *are* separated, 54% use a "job costing" expense accounting system, while 38% utilize a "process costing" method, and 8% use "other" methods.

Are Converting Operations Increasing/Decreasing in Importance?

Fully 65% of respondents said that converting was increasing in importance. 28% said it was decreasing, and 7% stated that for them there was no change.

What Are the Advantages of Converting?

By far, the most important reason for paper merchants to perform converting functions is to offer extra service to their customers in order to differentiate themselves from the competition and gain a "competitive edge." These were the main reasons cited, in order of importance:

1. Added service/quality, offer more complete product line, increase customer loyalty
2. To develop a "cushion" business, serve unique markets, diversification
3. Offer customers special sizes not available from mills, offer small orders
4. Increase sales base and cash flow
5. Make company more flexible and competitive
6. To increase profits
7. Quick delivery to customers
8. Convert hard-to-sell items into sales
9. Lower the firm's inventory
10. Increase control over final product.

Robert Shorr, president of Shorr Paper Company, Chicago, IL indicates that "Converting operations should increase for us in the future, mainly because we actively promote it. We convert mostly kraft paper, packaging, and newsprint, and converting has been profitable for us. As for competition between paper merchants that convert and firms that are strictly converters, the merchant's advantage lies in better service and the ability to do smaller runs."

Gene Panecasio, vice president of industrial paper sales for Rourke-Eno Paper, Hartford, CT, says, "The ability to slit various sizes eliminates the need to stock certain items, thereby keeping inventory down. Merchants perform slitting of *rolls* of foam (not bubble type), but fabricators will do the sheeting. The cost of converting for Rourke-Eno is close to a trade-off situation. The business has evolved from a situation where there was an opportunity to buy cheaply, convert, then resell at a profit, to one now where prices have dropped and profits have fallen."

What are the Disadvantages?

Most of the disadvantages to performing converting operations center around the investment required in people, time and equipment to start up the function. Following are the most significant disadvantages mentioned, in order of importance:

1. Investment required: overhead, startup costs,

The Ability to Slit Certain Sizes Eliminates The Need To Stock Certain Items.

The Market is Becoming Much More Demanding for All Products

people and training, space, equipment, inventory
2. Labor issues: union restrictions, labor intensive, workmen's compensation costs
3. Not profitable
4. Wastage
5. Determining actual costs
6. Difficulty in scheduling manufacturing operations
7. Speculative nature of the operation
8. Competitors don't know the market and tend to "give away" the items.

Of course, the findings of this NPTA survey cannot represent the full extent of information regarding the converting market. Information exists from many other sources. One such source, published annually, is *Walden's ABC Guide* which lists 4,000 "true" converters (not manufacturer/converters). These are in essence the people paper merchants compete with when they perform converting functions.

A good part of converting is also related to fiber boxes/cartons and envelopes. As a broad indicator of this overall market, the statistics below illustrate recent trends in this area.

Fibre Box Shipments (Billion sq. ft.)

	1980	1981	1982	1983	1984	1985	Estimate 1986
	241.4	246.2	235.2	252.9	267.6	264.1	277.5
Year-To-Year Percent Change	−3.6	2.0	−4.4	7.5	5.8	−1.2	5.1

Source: American Paper Institute, First Boston Corp.

"Industrial Converting" production for the period January to March 1986 was reported at 847,000 tons, versus 887,000 tons for the same period last year (a 4.5% decline).

In a recent report, *U.S. Demand for Paper Grades in a Competitive U.S. Market*, the Communication and Information Services Co. (phone: 415–930–6286) estimated end use consumption and performance for various grades. Following are their estimates.

Average Yearly Change In New Supply

	1986–95	1976–85
Converting	2.4%	4.4%
Envelopes	3.2	4.5

The envelope business is of interest to both printing and industrial paper merchants, and is related to converting as well. Envelope shipments have increased steadily over the past 25 years and forecasts point to continued growth. As of mid–1985, many envelope converting plants nationwide were back-ordered. Projections for 1985 were a 9.1% sales gain and an 18% revenue increase. The U.S. Post Office predicted a strong 1985, expecting the number of pieces to rise to 122 billion.

For additional information regarding converting, the reader may find it useful to contact one of the following related trade associations.

Envelopes Mfrs. Assoc. of America
1300 N. 17th Street
Arlington, VA 22209
(703–276–9300, T. Randolph Shingler)

Fibre Box Assoc.
5725 E. River Rd.
Chicago, IL 60631
(312–693–9600, Thomas J. Muldoon)

Natl. Paperbox & Pkg. Assoc.
231 Kings Hwy. East
Haddonfield, NJ 08033
(609–429–7377, Lawrence J. Lynch)

New England Paper Box Mfrs. Assoc.
Box 2761
Providence, RI 02907
(Ezio H. Carnevale)

Tag & Label Mfrs. Institute
P.O. Box 1333
Stamford, CT 06904
(203–323–3143, Penny Dalziel)

Technical Trends: U.S. Converters Face Stiffer Competition From Europe and Japan

The October 1986 TAPPI Journal published an interesting article concerning converting trends, basically stating that the U.S. has lost its leadership position to Western Europe and Japan. The reason is due to a concentration by the paper/paperboard industry on cost minimizing, rather than quality or maximizing performance. The market is becoming much more demanding for all products.

The only area where the U.S. now leads is in tissue and absorbent products, with Western Europe leading in paperboard and printing papers, and Japan in specialty papers. Converting technology, such as preprint linerboard, composite packaging and board products, and aseptic packaging, is now being imported to North America. However, there does exist an opportunity for U.S. converters to work with quality-oriented U.S. paper mills in importing some Japanese know-how in the specialty papers area.

2ND QUARTER 1986 ACCOUNTS RECEIVABLE PERFORMANCE: PAPER MERCHANTS VS. THE U.S.

In the August 1986 issue of *MN*, information was published regarding TRW's Information Services Division accounts receivable trends. The data is in the form of a "Business Payment Index," tracked for various industries. Paper distributors are one of these sectors monitored, and this article serves to update this activity.

Second quarter 1986 data has just recently been published and is presented below, along with prior year data from 1985.

As the table shows, the percent of receivables classified as "current" for paper distributors improved from the first to the second quarter. This is in contrast to the overall U.S. average, which dropped from 78.2% to 77.1%. According to TRW, "The government's estimates of economic growth have been scaled back, corporate profits, cash flow and employment have leveled off, and interest rates have stayed at the same point for several months... It is no wonder that the percent of accounts receivable that are current was not able to sustain the heady heights reached in the first quarter of the year... The second piece of good news is that there was no increase in the percent of accounts receivable more than 60 days past due."

NPTA's monthly Paper Merchant Sales Report also tracks receivables activity (days outstanding). For industrial paper merchants, days of receivables improved from 40 in March to 38 by the end of June. For printing paper firms, however, this figure rose from 42 in March to 43 by the end of the second quarter.

See sales, inventory, and receivables charts on page 30.

White House Small Business Conference

Continued from page 13

other federal department, with the administrator of the agency serving in the Cabinet.

All of the country's resources should be combined to combat drug abuse. The goal should be to have a drug-free school system and work force in America.

Small businesses should have equal access to commercial credit and ensure that women and minorities should not be discriminated against in obtaining commercial credit.

By 1990, small business should receive 35% of the total federal government contract awards in the form of set-asides for all categories of goods and services.

The final report of the 1986 White House Conference on Small Business will be prepared by the Conference staff and will detail the full text of the original 60 recommendations. It may be obtained from Herb Spira, Arthur Andersen & Co., 1666 K Street, N.W., Washington, DC 20006.

TAX REFORM: CONFEREES APPROVE PACKAGE FAVORABLE TO WHOLESALERS

On August 16th, a 22-member House and Senate Conference Committee approved an agreement to overhaul the tax system, reconciling House and Senate-passed bills crafted by House Ways and Means Committee Chairman Dan Rostenkowski and Senate Finance Committee Chairman Bob Packwood.

The legislation fashioned by the conferees is very favorable to wholesaler-distributors. The 34% top corporate tax rate, applicable to businesses with income above $75,000, is considerably lower than the current rate of 46%, and would significantly increase retained earnings. Companies with incomes up to $50,000 will pay taxes at a 15% rate under the plan; those earning between $50,000 and $75,000 will pay at a 25% rate. The increase in the expensing limits to $10,000 from the current $5,000 is also a big plus. Additionally, the approved package includes the NAW-supported provision for simplified LIFO inventory accounting originally contained in the House version of the bill. Under this provision wholesaler-distributors with $5 million in gross annual receipts would be able to employ this accounting method, which helps keep taxes down during inflationary periods.

Other areas singled out by the delegates for action include employee benefits, deficit reduction/balanced budget, and capital formation incentives.

Accounts Receivable—In Percents
Paper Distributors

		1986		1985			
		1st Qtr.	2nd Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	Current	66.0	67.8	65.1	66.9	68.5	68.8
	1–30 days	19.8	18.6	21.4	19.9	19.1	18.8
Past Due	31–60	7.2	6.2	7.6	6.5	6.3	6.2
	61–90	2.7	2.7	2.4	2.5	2.0	2.3
	90 +	4.4	4.7	3.5	4.3	4.2	3.9

A Candid Conversation with a Telemarketing Specialist

Recently, the National Association of Wholesaler-Distributors (NAW) published what the National Paper Trade Association considers the state-of-the-art guide to business-to-business telemarketing. ***Win-Win Telemarketing for Wholesaler-Distributors*** *was authored by S. Michael Zibrun, an industry expert and president of S. Michael Associates, Ltd., a business-to-business telemarketing consulting firm. He was recently interviewed by MN in his Berckley, IL offices.*

S. Michael Zibrun

MN: *What made you decide to write a book on telemarketing?*
Zibrun: I think you're beginning to see more written on telemarketing because of the explosive growth of the field. According to consultant Gene Kordahl, the discipline has grown from a $3 billion industry in 1980 to a $100-plus billion industry in 1986. And the end—literally—is not in sight. Personally, I found that a number of the books out in the market either talk all theory, or only whetted your appetite. I thought it was time for a "how-to" manual that—if followed—would actually take you through the steps needed to bring a program on-line. It's practical. It works.

MN: *What is your background in the field?*
Zibrun: I've spent two decades in business marketing; my last 10 years have been in the phone contact programs area. I've worked with several hundred firms in design and consultant work on direct sales, lead generating and handling programs. Over 5,000 professionals have attended my phone technique seminars. Basically, helping firms get the best return-on-investment from their phone contacts is my specialty.

MN: *What makes "Win-Win Telemarketing for Wholesaler-Distributors" unique?*
Zibrun: First of all, it is the only multi-media package on the market which is tailored specifically to the needs of wholesaler-distributors. Secondly, both NAW—my publisher—and I felt that having interested professionals wade through hundreds of pages of information wasn't helping them make the most efficient use of their time. So we divided the materials into a unique three module format that provides the three key people at an organization with materials that relate specifically to their roles in designing and implementing a telemarketing program. Module One is for the CEO and guides him through determining the intent and scope of the program. Module Two is for the appointed phone program administrator and assists in constructing the framework of the program. Module Three is for the telemarketer who will make the account contacts; it emphasizes technique. An accompanying workbook and cassette train the telemarketer to develop his or her own approach to a successful conversation. In short, it's a working blueprint for making phone usage more cost efficient.

MN: *Is it difficult to set up a telemarketing program?*
Zibrun: It's like any other marketing tool. The more time you correctly put into it, the better the return on investment. If you've had some experience, you know that you have certain "rules of the road" that have to be followed. If you've had little or no experience, you can succeed if your company is willing to invest in the trial and errors that abound the first time you do something new. That's why I've tried to write a manual for both experience levels. It has something for everyone.

MN: *What are some of the misconceptions about telemarketing?*
Zibrun: Many people see outbound calling as a bother. You know we all hate to be bothered by nuisance calls.

"Old world marketers" feel success is based on the hard sell. It's not. Trust, not high pressure tactics, opens the door to opportunity. In fact, good telemarketers are like good field reps, few and far between.

"Old world marketers" also think that all you need is a script. The script should simply be something to practice with before the actual call so that the telemarketer can concentrate

on the content of the call, not the form.

Really, if you build a program correctly, "no's" are not "no, never," only "no, not today." You have to plan your work, then work your plan, rather than haphazardly jumping into telemarketing.

MN: *What potential does a phone program have for increasing exposure?*

Zibrun: A phone program seems pretty straightforward and innocuous. You call and talk with prospects, and products or services occasionally are sold. But there is so much more that can happen with a program. For instance, every conversation with a prospect allows you to uncover more information. In a short period of time, you can build a very nice "needs and wants" profile for your data base on each account contacted. Each call also allows you to educate the account about the other services your firm provides. Oftentimes people buy at a certain level only because they know you for a few items. But the more someone knows about what your company can provide, the greater the chance to quote more.

Since programs can be tailored to a firm's needs, you can design a direct sales program that goes after incremental business. You can set up a lead-generation program that helps give better direction to your field sales force. And you can go with an inquiry-handling program that follows up by phone on inquiries generated by an advertising program.

MN: *How do you evaluate the success of your phone program?*

Zibrun: If you carefully construct the program, you'll have very specific objectives for the efforts—as well as a way of measuring them. Exceeding the objectives you've set for your specific situation is certainly desirable. But I think it is imperative that the monitoring system you design to capture information, results and impressions give you the benchmark data you need to compare against results expected. You need to look at both quantitative and qualitative results, and then plan how to build from that success level.

MN: *Where do you find people who work well on the phone?*

Zibrun: Good people are *rare*, but good people *are* there. I've always found the most successful people in phone programs are those who are both good listeners, and who see the position as an opportunity to "shine." You can look internally; often there are loyal employees who might be ready to move up to more responsibility. Or you may have people who have plateaued and are looking for a new challenge. Still others may only be waiting to be asked. Externally, you can find some people who may not have industry background, but are excellent communicators.

MN: *Does telemarketing provide career opportunities for those people?*

Zibrun: Industry estimates claim that over 2 million people will be in telemarketing by 1990 and over 8 million will be in it by the year 2000. It's not a stepping stone to another position. It is now being looked upon as a career in and of itself. The key to establishing it as a career position is in both correctly supporting the effort and correctly rewarding the talent as he or she continues to succeed. A phone program representative should grow personally and professionally within the area where he or she does best.

MN: *How does the future look for telemarketing?*

Zibrun: Interestingly, DREF, the Distribution Research & Education Foundation (the research arm of NAW) has looked into industry trends for wholesaler-distributors through 1990. One aspect evaluated was the inside sales/telemarketing area. Projections indicate that in a few short years, the bulk of the orders placed and business done will be through the inside sales/telemarketing function. This will not be in conflict with field sales; rather, it will be another value-added service wholesaler-distributors can offer their customers.

The future in business-to-business telemarketing is both bright and explosive. And those progressive firms that carefully add telemarketing to their bag of tools to get product or service to the marketplace will be reaping large rewards long after competition is figuring out how to play catch-up. It's a very exciting time for this oldest of new disciplines.

MN: *Thank you very much.*

Win-Win Telemarketing ***is available from the NPTA Communications Department at $135 per copy and comes with a 10-day money-back guarantee. Further information may be obtained by writing the National Paper Trade Association, 111 Great Neck Road, Great Neck, NY 11021; or call 516-829-3070.***

Sales Force Lack Selling Skills? The Solution is NPTA

During the month of July, merchant presidents throughout the Midwest were asked a number of candid questions pertaining to their company's future growth.

- What are your priorities in managing your sales operation this year?
- Do your sales people have the skills they'll need to meet or exceed your sales objectives for this year?
- What are the strengths of your sales force? How do you see them using those strengths to meet their goal?
- What would you like your sales people to do better? What are their weaknesses?

And, most importantly, they were asked, "Are you ready to take the bold initiative to embark on a program geared to making your sales people more competitive, productive and motivated?

Those who responded yes to this last question took part in an exciting new NPTA training dimension. One or more sales managers from a select and limited number of companies participated in a Professional Selling Skills (PSS III) program.

With a four-year NPTA endorsement, and used by over 250 wholesale paper distributors, PSS III has been responsible for upgrading the professional selling skills of over 2,500 sales people throughout the U.S. and Canada.

Merchants who had not yet embarked on PSS III were invited to send a sales manager through the complete course at the Indian Lakes Conference Center outside Chicago in October. This was followed by a train-the-trainer session, providing attendees with the skills to administer PSS for their own sales people at a time during the year convenient to their firm's schedule.

Ten attendees participated in the October 9–11 program and six were part of the October 13–15 training group. Sales managers from both groups went back to their firms with increased skills and enthusiasm for the Professional Selling Skills program.

Robert Kaseberg—Forest-Atwood Paper Co.; Eric Mohr—Dacotah Paper Co.; Dan Murphy—Fleetwood Paper Co.; Bret Miller—Central Wisconsin Paper Co.; Kenneth Abbenante—Nagel Paper & Box Co.; Jeff Neubauer—Kranz, Inc.

PSS III is based upon the principle of need satisfaction selling. Professional selling is an *interaction between* two or more people—the *sales person* and the *customer(s)*. And a sales interview can only be considered successful if its objective is to satisfy the needs of the seller as well as of the buyer. The sales process can be viewed as an *excellent example of problem solving*. The customer has problems, and the sales person has solutions in the form of benefits of his or her product. The *sales person uncovers customer needs* for the product, *provides benefits to satisfy those needs*, and makes the sale. When the sales person solves the customer's problems by providing benefits of the product, both people profit. The buyer's needs are satisfied *and* the seller makes a sale, thus satisfying his or her needs. This is need satisfaction selling.

In addition to uncovering client needs, satisfying them with product benefits, and making the sale, a professional sales person *must be able to identify and handle* a variety of *customer attitudes* that can occur during a sales call.

There is a basic philosophy underlying this form of selling: an interaction is much *more effective when the customer is brought to realize* that he or she really *needs the product* being sold. Here, a *sale is made because the customer wants to buy—not because* he or she is *pressured into a commitment*. Need satisfaction selling *establishes a bond of trust* between the sales person and the customer and ensures a good future business relationship.

Professional Selling Skills System III is a scientific system of learning, coaching, and indepth follow-up that prepares your sales people to sell more effectively—one that teaches the skills that research has identified as critical to sales success in the '80s.

Today's customer demands more and spends wisely. In most cases, he or she has the choice of buying from a number of companies which provide similar products or services. What will make the customer choose yours? The customer must be convinced that you can meet his or her needs. This calls for a sophisti-

cated selling process.

How can you bring your sales people to that level? Implement a sales training system that teaches a more precise understanding of the *need satisfaction* sales dynamic and apply it to your own selling environment.

To be successful today, sales people must do more than recognize customer needs and take appropriate steps to satisfy those needs.

Between identifying the customer's dissatisfaction and responding with product benefits lies an often neglected but absolutely essential objective: confirming the customer's desire to satisfy the problem.

Often, this means helping the customer to:

1. perceive an existing problem
2. understand that the problem can be solved
3. recognize that he or she wants to solve the problem.

The sales person must convince the customer that he or she has a problem that is important enough to be resolved and can be resolved by the sales person's products or services. Additionally, the sales person has to confirm that the customer is committed to fixing the problem. Otherwise the likelihood of success is minimal. Because consistent, long-term follow-up is crucial to effective sales training, PSS III includes sales person reviews.

SELF-INSTRUCTIONAL FOLLOW-UP MATERIALS help sales people retain and strengthen PSS III skills on their own time, at their own pace, and within their personal selling contexts.

GROUP APPLICATIONS extend the skills-training process for months and years ahead. These sessions allow sales managers to help their people improve their skills and apply them to different selling situations, strengthen coaching relationships, and address individual or group problems.

COACHING: Active coaching by the sales managers and ongoing review of the skills is essential to long-term sales training results.

To ensure that people do retain the critical skills, a coaching unit for sales managers is integrated into PSS III.

"The coach doesn't go home after pre-season practice," wrote one sales manager, voicing the view of many. "The coach works with his team, and is responsible for observing them. He troubleshoots and makes sure each team member is developed to full potential. He's there to give the team a winning perspective. That's what I do for my people."

Masoud Barissi—Louve Packaging Services; Doug Moody—Universal Paper Corp.; Tom Jones—Louve Packaging Services; Robert Ambrose—Ambrose, Inc.; Mark Kraus—Ambrose, Inc.; Chuck Roos—Apache Paper Co.; John Louve—Louve Packaging Services; Ken Gallock—Mellocraft Co.; Mark Gianneschi—Inlander-Steindler Paper Co.; Kent Dennis—Inlander-Steindler Paper Co.

This observation underscores the importance of continued coaching by sales managers for effective sales performance. That's why PSS System III includes a half-day coaching program to help sales managers:

- *identify*, through careful observation, the strengths and deficits of their sales people in using the skills; and
- *improve* their sales people's performance by providing specific action steps to correct the deficits.

PSS System III units include exercises which tie the newly learned skills to the products participants actually sell. The system goes beyond behavioral modeling to take full advantage of interactive instructional techniques, realistic video modes which are based on actual case histories, and allow your people to interact with a variety of selling situations.

The increased participation and real-world approach of the interactive videotape ensures that people will be able to put their new skills to use immediately.

PSS System III teaches the skills that research has shown are critical to sales success, provides an integrated system for ongoing reinforcement and support to make sure the skills are used, and takes advantage of new ways to improve the learning experience.

To find out about sending your company sales manager to an open PSS program, or having the NPTA conduct a session inhouse for your company, contact the Education and Training Department at 516-829-3070.

What Others Have Said

This course provided me with an effective means to structure and analyze my sales presentations. PSS gave me logical and basic skills to make my sales more productive. I'm looking forward to using these skills in our market as well as training my firm's sales people.

Bret Miller—Central Wisconsin Paper

PSS helps to structure a sales presentation, thereby greatly reducing a failure on a sales call. The program taught me to listen in order to recognize buying signals.

Ken Abbenante—Nagel Paper and Box

This course was concise and easy to understand. The principles taught can be applied to our everyday business and will definitely have a positive impact on our sales.

Doug Moody—Universal Paper Corp.

I can now effectively plan a sales strategy and organize myself to achieve my call objective.

Dan Murphy—Fleetwood Paper Co.

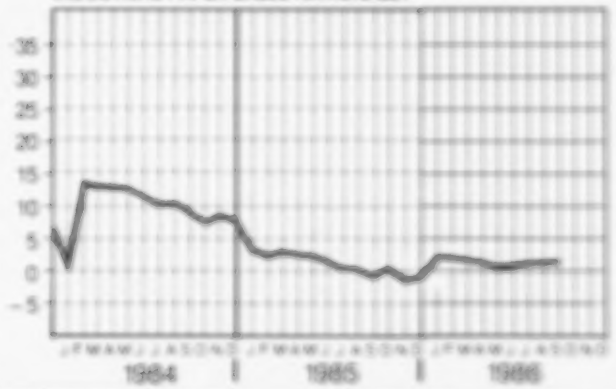
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

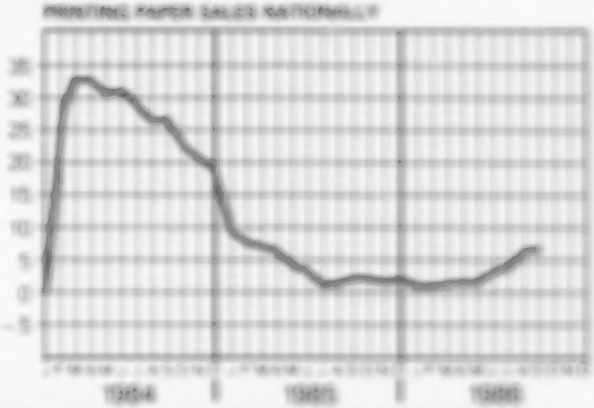
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



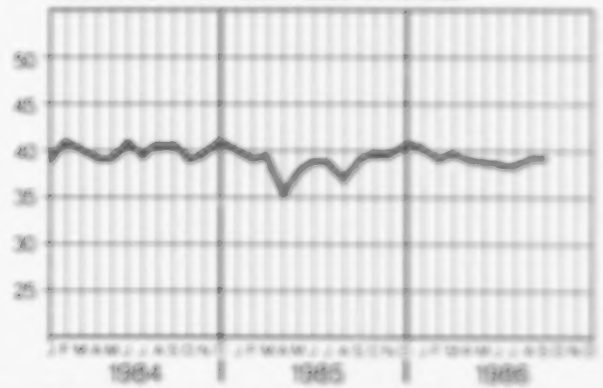
PRINTING PAPER SALES NATIONALLY



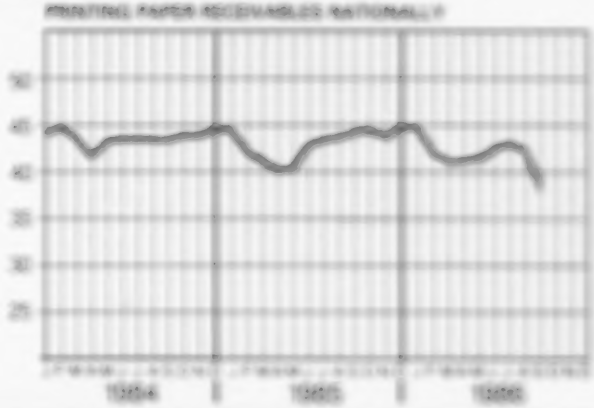
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



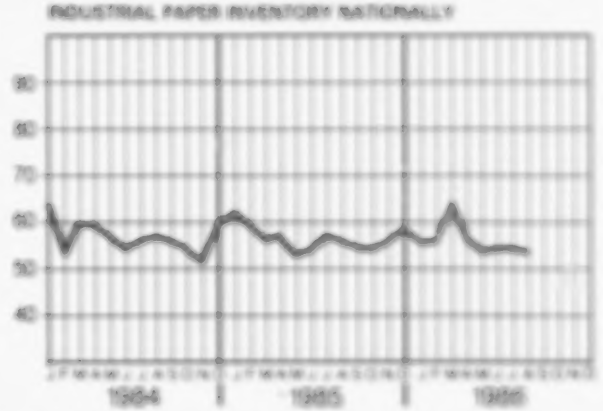
PRINTING PAPER RECEIVABLES NATIONALLY



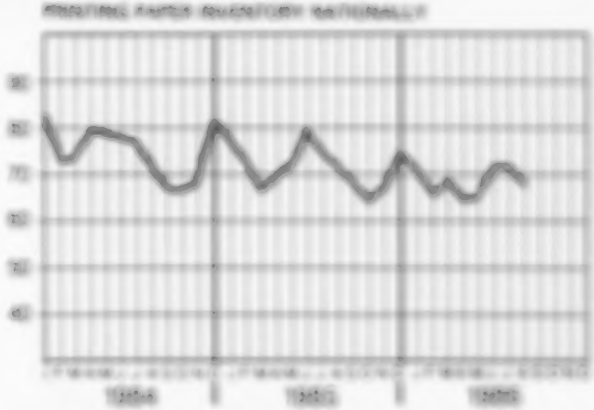
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

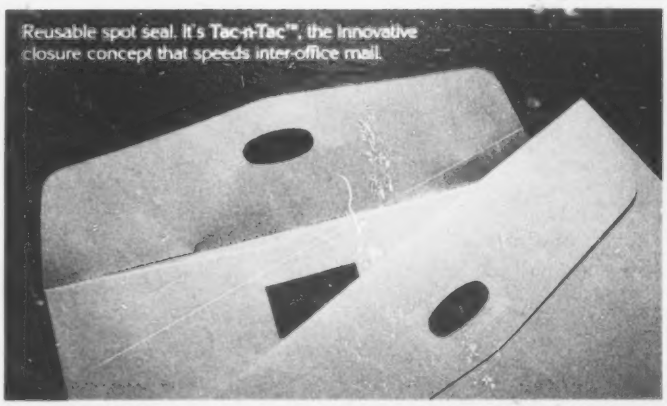
INDUSTRIAL PAPER INVENTORY NATIONALLY



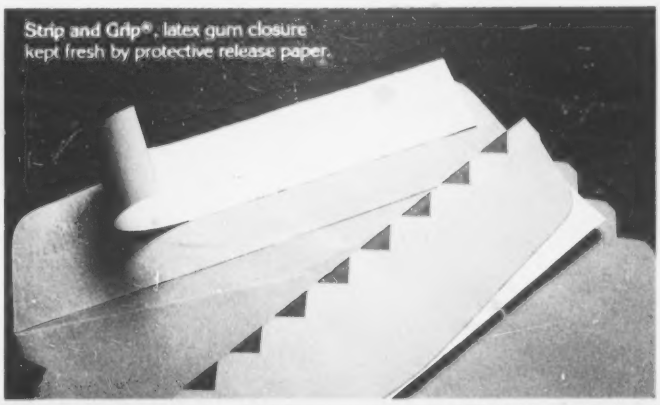
PRINTING PAPER INVENTORY NATIONALLY



Who but National Envelope offers you so many closures?

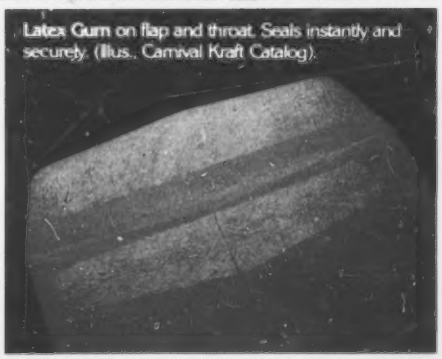


Reusable spot seal. It's **Tac-n-Tac™**, the innovative closure concept that speeds inter-office mail.



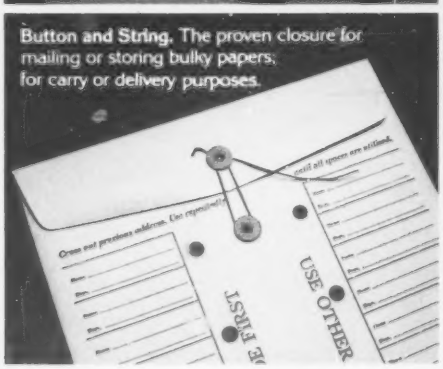
Strip and Grip®, latex gum closure kept fresh by protective release paper.

No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.

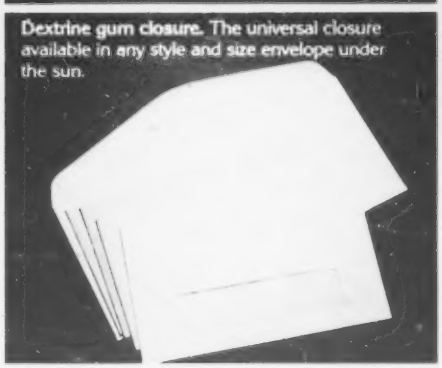


Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog).

Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



Button and String. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.



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Champion Envelope Corp., Union, NJ, 07083, 201 / 353-8100, 800 / 526-6829.
National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
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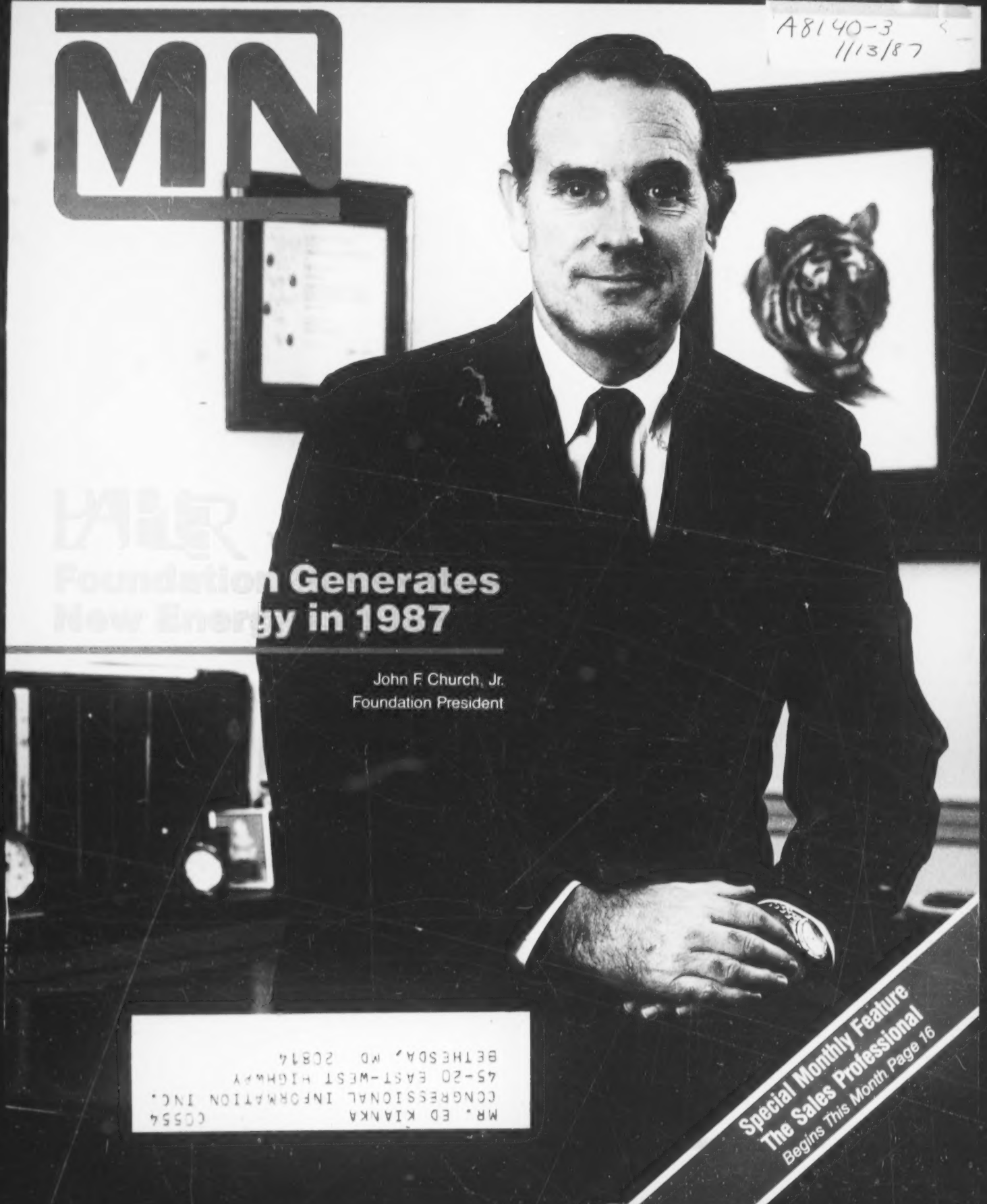

PAR Foundation Generates New Energy in 1987

John F. Church, Jr.
Foundation President

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Special Monthly Feature
The Sales Professional
Begins This Month Page 16

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COVER PHOTO: Mike Iacono

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

MN Supports Sales People

I have always enjoyed reading NPTA's *Management News* magazine. As a sales rep for a printing paper house I have found your treatment of both news and trends to be informative and useful in my work. In order to answer my customers' questions about the paper trade knowledgeably, I must know what is going on. I continue to rely on *MN* for this.

I would appreciate, though, your inclusion of more sales-oriented material in *MN*. I'm sure there are many sales people around the country who could benefit from it. I know that they and I have much to learn from the pages of your magazine.

MN is first-rate. Keep up the good work.

Mark Mulvey, sales representative
J B Papers
New York, NY

Editor's Note: This month marks the first "Sales Professional" section of MN. *It answers many questions that sales people around the country have asked, as Mr. Mulvey alluded to in his letter. It is our hope that* MN *will continue to support sales professionals in the paper and allied products distribution industry. Reader input will assure it.*

Branching Strikes a Responsive Chord

I want to compliment you on your November issue of *MN* "Paper Distribution/Branching into the Future." It was outstanding. The article by Denis F. Healy made a significant contribution to the body of knowledge on the subject.

Ris is an organization with divisions and branches, and as such I found this issue to be particularly interesting and timely.

Also, the inclusion of the three-part series on dead stock by Gordon Graham was well worth the time I invested in reading it. His suggestions for getting rid of dead stock, and avoiding it in the first place, was valuable to all in our industry.

The cover was a beautiful example of the theme and attached me to the article. Your cover treatment is always great.

Paul Baim, operations manager
Ris Paper Company
Long Island City, NY

Retired Industry People Alive and Well in AZ

The Sun Cities Paper Group Membership is made up of persons who were associated in some way with the production, sale, conversion, and use of paper. My function is membership chairman.

There is a concensus we may not be making contact, in an effective manner, with new residents who have a background in the paper industry. These would be people who have moved to Sun City, Sun City West, Peoria, Glendale, and perhaps Phoenix, AZ.

Is it possible that you might be able to alert us as to such moves through notices of change in address from your members when they retire and relocate? We would certainly appreciate such information, if available.

Clifford S. Reppe
Sun Cities Paper Group
Sun City, AZ

Editor's Note: There is quite a thriving group of industry folks living in Arizona. For more information about how to join them, contact Mr. Reppe at 9432 Newport Dr., Sun City, AZ 85351.

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Unijax's New Emphasis: Marketing and Growth

In order to keep pace with its growth, Unijax has created five new regions, and experienced managers have been promoted to head each one. The regions and their vice presidents are: Tony Abie in Virginia, Bill Logan in the Piedmont region, Roger Brown for the Southern region (which includes part of the southeast), George Brydon for the Gulf region, and John Muthe in South Florida. Furthermore, David Sell has been appointed vice president of fine paper marketing for Unijax's expansion plans in that area. New president Hamilton Bisbee says he is very excited about the future growth of the company and its emphasis on marketing and growth.

Mead to Drop Reinsurance Line, Sets Special Charge

Mead Corp. said it plans to withdraw from the reinsurance business by selling its unprofitable Mead Reinsurance operation. As a result, it will take a $48.7 million after-tax charge in the fourth quarter. Chairman and CEO Burnell R. Roberts said, "Over the past several years, losses from insurance activity have tended to detract from improved performance in our forest products and electronic publishing businesses."

The company also said directors adopted a shareholder rights plan to deter coercive takeover tactics and to prevent an acquirer from gaining control of Mead without offering a fair price to all shareholders. More than 300 major corporations, Mr. Roberts said, including many companies in the paper and forest products industry, have adopted similar plans in recent years.

Cordage Will Build a New Packaging Plant in OH

Ground was broken in Springboro, OH, for a 28,500–square-foot manufacturing/office facility that will double the work space when it is completed next April for the Cordage Packaging Division, and double that again in the future. General manager Myron Rheaume helped prepare the layout and specifications to include locker rooms, showers and wash-up facilities for employees working in the printing area, and a cafeteria with outside windows looking onto a landscaped area. The company, presently located in Dayton, manufactures and sells plastic and paper products that include printed poly bags, hi-density deli bags, and drawstring bags.

Crane Takes Care of More Than Just Business

Dalton, MA, is a sleepy New England village that has not changed much in the past century. Crane & Co., America's oldest papermaker, has been manufacturing stock for fine stationery and U.S. currency there since 1801. Business has been good to the company, and the company has taken care of its employees.

A case in point was recently reported in a Glens Falls, NY, newspaper. In 1935, Oscar Sabin's 11-year-old son Herb was accidentally blinded. Oscar's employer, Crane, advanced him money for medical expenses. When his sightless son turned 21, the company hired him.

To Herb Sabin and others in Dalton, Crane is not viewed as a corporate giant but as a caring neighbor that has been employing town residents for seven generations.

"They gave me a chance," says Herb. He has completed 41 years with the company. A chance, after all, is all any of us want.

Scott Paper Starts START

An acronym for Scott Telemarketing Resource Team, START provides outgoing telemarketing calls for distributors to end-users and resellers. The calls are made to qualify sales leads, introduce new products, and announce special promotions.

Scott Paper Company's Away-From-Home Products Division initiated the telemarketing technique in an effort to increase new product introductions and market penetration for both Scott and its distributors, said Evan Segal, the company's product manager. Calls are first made to a distributor's existing customer list at the distributor's request and all orders are then passed through to participating Scott distributors. For additional information, call 1–800–4–SCOTT–1, or write to START, Dept. JS–42, P.O. Box 830, Devon, PA 19333.

Ludlow Specialty Papers Sold to Japanese Firm

An agreement was reached to sell the Graphics Arts plant of Ludlow Specialty Papers, Ware, MA, to Kanzaki USA Inc. Ludlow's Medical Recording and Transfer Tape products operations will continue in a newly formed division, Ludlow Technical Papers, to be located in Chicopee and West Springfield, MA, and vice president and general manager Lee A. Carrier will be headquartered in Chicopee.

Kanzaki expects to be a major employer in Ware, MA, and plans to continue marketing Ludlow Specialty Papers Graphic Arts products through the same channels and to the same customer base as now. Kanzaki is a world paper

EVENTS

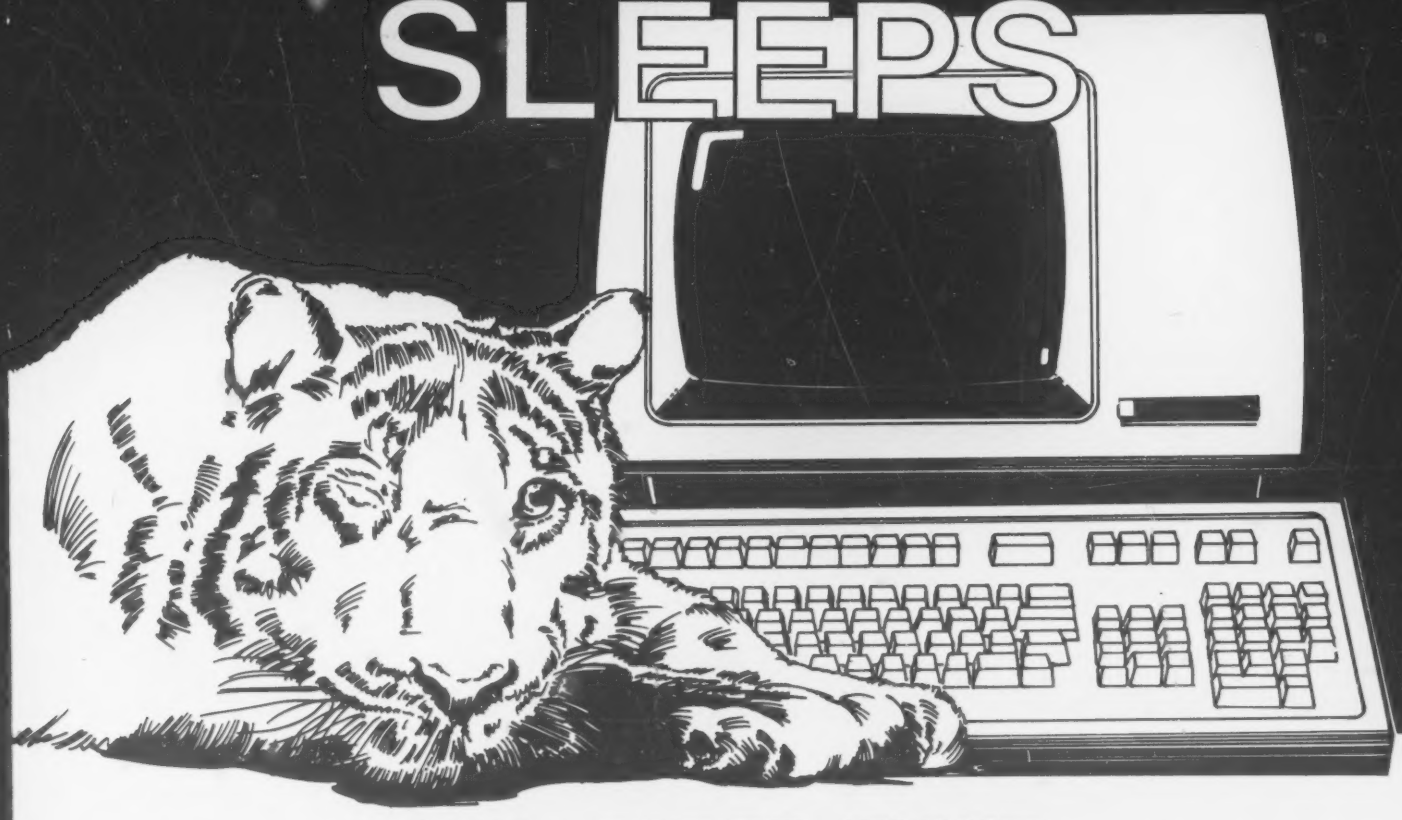
JANUARY

20–22. *Maximizing the Potential of Multi-Branch Logistics, New Orleans, LA. Contact NPTA.*

FEBRUARY

13. *Managing Customer and Product Line Profitability—A Key to Survival in the '80s, Minneapolis, MN; Innisbrook Resort, Tarpon Springs, FL. Contact NPTA.*

THE TIGER NEVER SLEEPS



CPI's PAPER TIGER

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Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

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CPI, Inc.
Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

manufacturer and coater with two coating and converting complexes in Japan. It also produces specialty products, including pressure sensitive papers, carbonless, chemical/thermal and electrostatic papers.

People in the News

Duane B. Spencer has joined Whitaker Carpenter Paper Company as vice president of publication and specification papers. He will be responsible for marketing publication papers and for positioning the company in the Chicago and Detroit specification markets.

William N. Hirsch is now president of Fulton Paper Co., distributor of paper, packaging, and related items. He will be based in Atlanta and will also be responsible for branch operations at Paper Supply Co. in Albany, GA, and Panama City Paper Co. in Panama City, FL.

Sandra DeByl is now regional sales manager for the Midwest for Paper Sources International. She will provide assistance to paper merchant organizations in that region who sell and distribute PSI's lines.

Benjamin Krieger, president and CEO of Ris Paper Company, headquartered in Garden City, NY, has been appointed chairman of the Weyerhaeuser Merchant Advisory Council. He succeeds **Phil Harvey**, president of Reliable Paper Company of Wisconsin. Ris Paper Company also announced that former comptroller **Tom Basti** was promoted to treasurer of the midwest division of the company, and that **Timothy Sheehy** has joined the company as sales manager to oversee the Virginia market, while **Pamela Jewell** is now in the sales promotion department of the Richmond division.

Steve Soames now holds the position of assistant division manager of the Unisource Corporation's Seattle division.

Steve F. Ohrman has been promoted to the position of executive vice president of marketing and distribution for the West Coast Paper Company's Alaska, Oregon and Washington area. **John Reid Hickman** has also been promoted and will be executive vice president of finance and administration. Additional changes include: **Dennis L. Wheeler**, vice president of sales; **Richard L. Smith**, vice president of operations; and **Michael L. Kennedy**, manager of mail marketing. Alaska and Oregon have been added to vice president **Brett M. Mitchell's** distribution responsibilities in Washington.

Abraham Bodell, former vice president/director of purchasing at Saxon Paper—New York, passed away last November 2nd. After more than 40 years in the paper industry, Mr. Bodell retired in 1981 and moved with his wife to Phoenix.

Robert J. Keating was appointed manager of sales and marketing for industrial and packaging products of the Union Paper Company's Detroit Division. Recently, he received the 3M Masquers Associate Award on behalf of his division for excellence in 3M tape sales.

Bruce Hoffman has rejoined James River Corp. as vice president of food-service marketing, and **Brian Stevenson** was named vice president of packaging of the company's Flexible Packaging Division, a subsidiary of Crown Zellerbach.

Bill Watkins has been appointed to the newly-created position of sales/marketing coordinator for Merchants Sales Company's Delaware, Maryland, DC, and Virginia areas.

Winslow Buxton has been appointed president of Niagara of Wisconsin Paper Corporation, one of Pentair, Inc.'s nine subsidiaries producing paper, electric tools, machinery and other products here in the U.S. and abroad.

Wesley D. Mueller was promoted from assistant controller to controller and office manager of the Strathmore Paper Company in Westfield, MA. Assisting him in his new position will be **Carol Wasielewski** who was promoted to department supervisor. These changes are due, in part, to the introduction of a new IBM system/38 data management system.

John R. Depies is now product manager/specialty coated products in the marketing and sales department of Appleton Papers Inc., Appleton, WI.

Michael B. Wilson, vice president of sales and marketing at Georgia-Pacific Corp.'s Consumer and Commercial Paper Products, will expand his current role to include some responsibilities of **Alfred P. Lee**, vice president of the division. Mr. Lee retired at the end of last year after

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Fine Paper Catalog. *Grade Finders.* $55.	2
2	Improving Profits Through Better Marketing: The Marketing Productivity Audit. *Healy.* $35.	3
3	1987 Vacation Schedules. *NPTA.* $.42 each	—
4	Measuring Customer and Product Line Profitability. *Mullins.* $35.	7
5	Paper Merchant's Guide to Personnel Selection and Evaluation. *NPTA.* $85.	—
6	The Practical Handbook of Warehousing. *Ackerman.* $40.	4
7	Printing Paper Sales Compensation. *NPTA.* $40.	1
8	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	5
9	Paper Merchant's Guide to Profitable Management. *NPTA.* $50.	—
10	A Guide to Value-Added Purchasing. *NPTA Brochure.* 10¢ each.	6

All Publications Are Available From NPTA

25 years with the forest products company.

Raymond P. Naton was named to the new position of national sales manager of Strathmore Printing Papers of Westfield, MA.

Colleen Wheeler is the product manager of foodservice and transportation for Plastics Inc., a subsidiary of Anchor Hocking, Plastics Inc.

Thomas A. White is now president and COO of Crane & Co. He succeeds **B.J. Sullivan** who will continue as chairman and CEO.

W. Craig McClelland has been named senior vice president of International Paper. He continues as president and CEO of Hammermill.

Richard W. Bruce has been made vice president and general manager of the Mosinee Paper Corporation, a subsidiary of The Sorg Paper Co. He succeeds **W.R. Picard**.

John H. Dunkak, senior vice president of Georgia-Pacific's Western Pulp and Paper, will retire at the end of the year. Taking over his responsibilities and the position of general manager will be **James P. Thomson**, currently general manager of the company's Toledo, OR, pulp and paper mill. **Gary Gettmann** will replace Mr. Thomson as general manager at Toledo.

Fonda Acquires Some Mulco Paper Cup Assets

The paper cup manufacturing equipment, certain inventories, and customer lists of Mulco Industries, Inc., will be acquired by The Fonda Group, Inc. Mulco will continue to manufacture thermoformed cups and other products and will retain its physical plant in Mulberry, FL.

Fonda's chairman and CEO Albert C. Lasher said, "The acquisition of Mulco's paper cup business continues our long-range program of strengthening our position in both institutional and consumer markets." The company, headquartered in Union, NJ, has several plants around the country and manufactures and supplies disposable paper products for both consumer and institutional food-service use.

G-P to Study Linerboard Machine Rebuild

Engineering studies to rebuild the No. 2 linerboard machine are to begin at Georgia-Pacific's Monticello, MS, pulp and paper mill. The multi-million-dollar rebuilt machine will include additions of a top wire former and a high-density press, allowing production of linerboard with superior strength characteristics, the company reported. Rebuilding the No. 1 machine at the same mill early in 1986 increased linerboard production by 17%.

Robert A. Schumacher, president and CEO, said, "Growing international linerboard markets and strong domestic demand affirm the decision to increase

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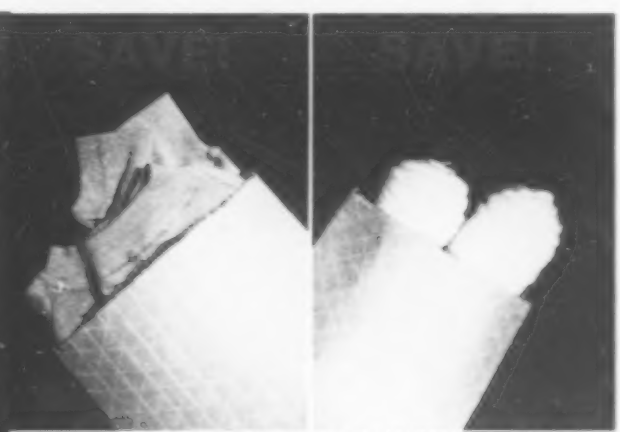

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linerboard production," and rebuilding rather than building additional capacity, is far more cost-effective.

Fargo Paper Company Renamed Cole Papers Inc.

The new year brings a new name to the 69-year-old Fargo Paper Company. Two important reasons account for the change to Cole Papers Inc. First, the company's business extends beyond Fargo, with satellite branch operations in western North Dakota and two in South Dakota, and additional branches in Minnesota, eastern Montana, and northwestern Iowa. Second, the name Cole is well known in the industry because the company was founded by Bob Cole and two brothers, Curtis and Roy. Furthermore, president Prentiss H. Cole has carried on the tradition for the past 38 years.

WWF Paper Realigns Florida Operations

Three Florida facilities have been consolidated by WWF Paper Corporation in a move to improve its Florida marketing efficiency. The current sales force will now be headquartered in the central Florida Envelope facility in Kissimmee but will also draw products from the modern warehouse in Medley (a suburb of Miami), and the Major-Diamond plant in Miami. The Miami facility markets job lot and converted papers domestically and a variety of grades off shore.

Imports a Threat to U.S. Paper Companies

American paper companies worry about the outlook for the industry because of a high level of imports and worldwide overcapacity, *The New York Times* reports. James River Corporation president Robert C. Williams said, "Foreign competition is still affecting the industry. ... When the dollar was strong, everyone wanted to get into the U.S. market. The dollar has weakened since then, but they're all still there."

On the positive side, analysts say that imports may have reached their peak last year, that paper companies have generally had strong profits in the third quarter (a reflection of cost-cutting measures and a strengthened market), labor costs for American makers have increasingly been brought under control, and exports rose 16% the first nine months of 1986. Nevertheless, reports the *Times*, global competition remains because the strong dollar brought European producers to the American market and prompted other countries to develop substantial industries.

It will take years, if ever, to recover markets won by paper manufacturers from Brazil, Chile and South Africa, with additional competition a possibility from Austria, Belgium and Nigeria. Sharp inroads have been made in two traditionally domestic strongholds: coated paper and uncoated paper. "We're seeing a tremendous increase in printing and writing paper from everywhere," says Norma Pace, senior vice president and chief economist at the American Paper Institute.

But "things could get a lot worse," one analyst cautions, "if the industry doesn't modernize and become more efficient."

News Briefs

CASTAGNE COMMUNICATIONS, INC., has relocated, after almost 20 years off Madison Avenue, to 50 East 42nd Street (at Madison Avenue), New York. It has also announced sharing creative talents with Fitzgerald Gardner Advertising in order to upgrade its level of services to its clients. Those services include, among others, preparing brochures, slide presentations, ads and publicity. The new phone number: 212-687-4789; the fax number: 212-972-4683.

WEYERHAEUSER PAPER COMPANY relocated its Paper Division last November from Plymouth Meeting. Its marketing, sales and customer service offices are now at 620 Lee Road, P.O. Box 829, Valley Forge, PA 19481; 215-251-9220.

SUS-RAP™ PACKAGING is expanding and on the move. Their new 130,000-square-foot manufacturing and office facility in "beautiful Danville, VA," will combine all manufacturing activities and offices without disrupting quality or service.

CENTURY PAPERS, INC. reports six months (ending September 30, 1986) earnings of $388,000 on sales of $62.3 million, compared to $377,000 earnings on $63.1 million sales a year ago for the same period. The second quarter earnings were $238,000 on $32 million sales, compared to $232,000 earnings on $32.2 million for the same quarter last year.

President and CEO Herschel G. Maltz attributed the 18% earnings increase to the company's managers who "did a better marketing job in a tough business environment." He also said that Century Papers continues to reduce operating costs though they are not all reflected yet on the earnings statement.

Strathmore Paper Company's new trailer logo for its truck fleet features a band of colors at the rear of the trailer, symbolizing the company as a colored paper mill.

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Printing Paper

Electronic Reproduction and the Future of the Printing Industry

"The Future of Print As We know It—1986–2006" is the title of a study completed recently by Arthur D. Little. Some 270 printers, suppliers, futurists, and marketing and technology experts focused on the study in Chicago last September and made the following predictions.

- Printing will suffer a 7% business decline, going from $250 billion to $230 billion by 2006, due to electronic technology. Newsletters, reference books and manuals will be the biggest losers, while entertainment, including newspapers and consumer magazines, will be least affected.
- The industry will move to a more concentrated position as small commercial printers and trade shops fall by the wayside.
- $35 billion could be saved by enhancing production systems with long-term planning and a better understanding of customers.
- By 2006, electronic printing will capture 26% of the market. Special-interest magazines, blank business forms, packaging and labels will prosper, and because short runs will be more economical, books will benefit. Ink-on-paper products which will decline in volume are large-circulation magazines, phone directories and financial documents.

EPA and PIA Discuss Status of Disposable Wipers

The Printing Industries of America, Inc., (PIA) Government Affairs Department and the U.S. Environmental Protection Agency (EPA) are considering the possibility of circulating a petition asking for an exemption to the regulatory obligations of printers who use recyclable rags and wipers. The exemption would cover only soiled items which fit the definition of "hazardous waste." The printing industry contends that in the vast majority of instances, EPA's definition does *not* apply to it.

Currently, there is an exemption under 40 CRF 262.20(e) for reclamation shipments from generators of 100/1000 kg a month, so that a printer who ships hazardous wastes up to that amount per month is eligible for the exemption. Other conditions of the exemption must also be met. It is important to understand that a printing company's status is determined by totalling *all* hazardous wastes it generates in a calendar month.

In lieu of a regulatory answer which could take six months to a year, PIA is exploring with Congress the idea of a permanent legislative solution.

Big Rewards for Good Ads Keeps Quality High

The cash prize for the Stephen E. Kelly award has been raised to $100,000, the Magazine Publishers Association reported. The competition is designed to honor creative excellence in magazine advertising and past winners include American Express, International Paper, and Paco Rabanne.

Judges, consisting of ad agency creative directors and corporate advertising executives, will announce semifinalists on February 2, 1987. The finalist will be announced in March.

Change of Address

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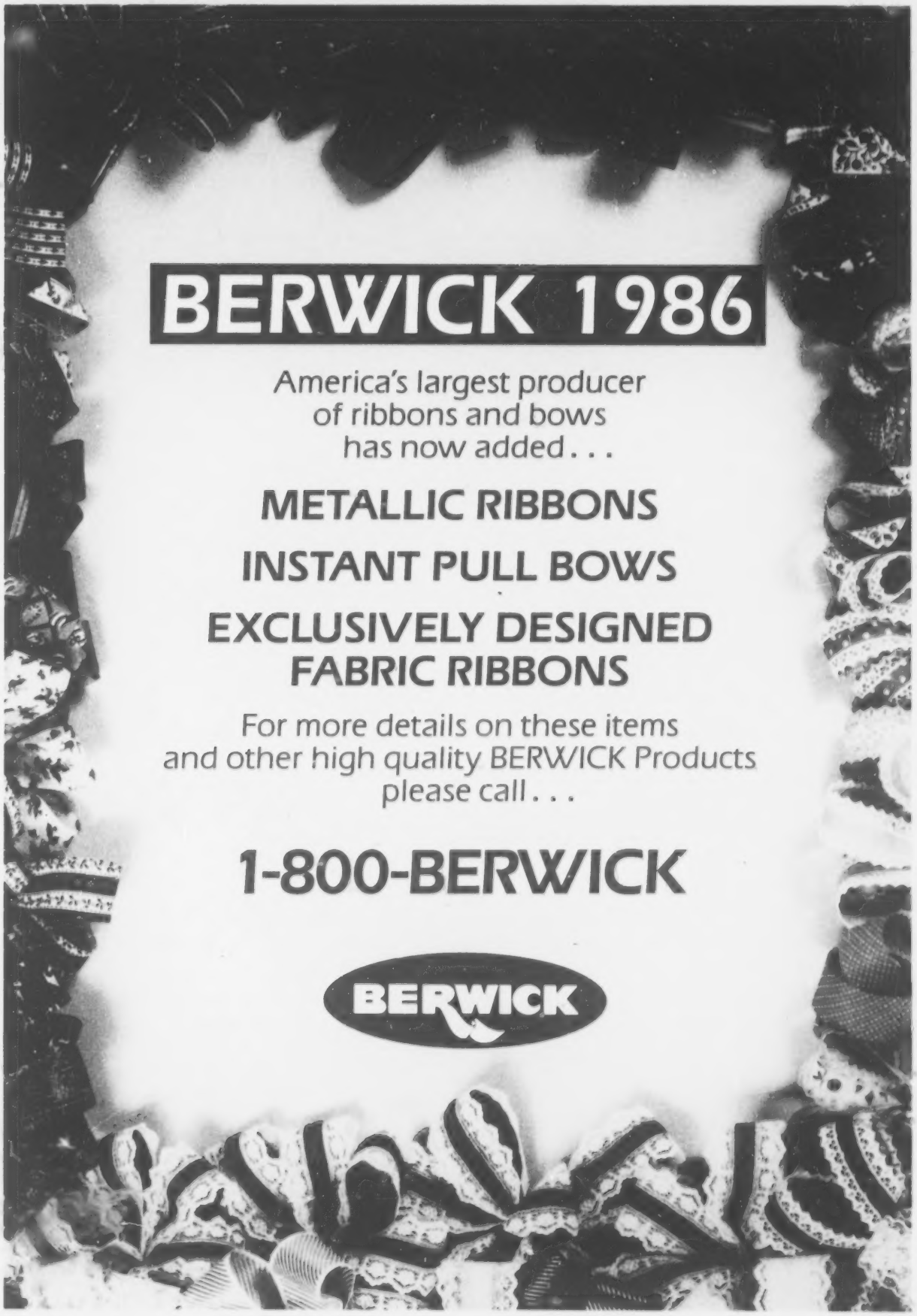
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Industrial Paper

Paper and Plastic Food Service: The Sanitary Choice

According to information gathered by the Single Service Institute, the first discovery that food utensils carried disease occurred in Kansas in July of 1907 when a physician, Dr. Samuel J. Crumbine, witnessed an incident during a train ride. The physician watched as a five-year-old girl shared a water cup with a TB sufferer. His journal reads: "The tragedy I had just witnessed—that sick man, that little girl drinking from that same cup—made a smallpox epidemic I was on my way to investigate seem trifling." Now as Health Officer of the State of Kansas, Dr. Crumbine persuaded the Board of Health to ban the use of the common drinking cup on trains, in schools and other public facilities. The disposable cup made it possible for each person to have a personal sanitary drinking utensil.

Three quarters of a century later, single service products still carry this intrinsic benefit to their users. In hospitals, the dangers of cross infection are great, and single service products are used to reduce these hazards—protection that is particularly recommended for patients in isolation. In cafeterias and schools, factories and offices, single service products make it possible to serve large numbers of people quickly and at the height of sanitary conditions.

Hazardous Waste Guidebook for Small Businesses Published

A new handbook for small businesses, *Understanding the Small Quantity Generator Hazardous Waste Rules*, is now available from the Environmental Protection Agency. Recognizing the need for explaining federal regulations in everyday terms that business executives can easily understand, EPA has published a handbook to help the reader determine if a small business is a regulated small quantity generator of hazardous waste. It then provides specific information on the steps to be taken to comply with these new federal regulations.

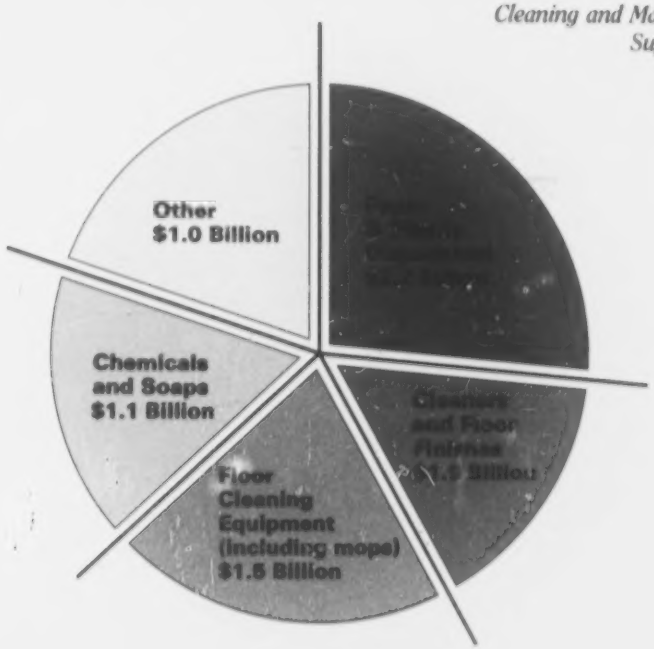
You may request a copy of this publication by calling the EPA Small Business Hotline 800–368–5888, and asking for *Understanding the Small Quantity Generator Hazardous Waste Rules*, publication (EPA/530–SW–86–019).

NPTA's Industrial Sales Compensation Book Reissued

The NPTA Industrial Division Committee announced that the 1985 Industrial Sales Compensation report, a study and review of sales compensation, will be reissued.

For further information about placing your order, contact Richard J. Lerman, NPTA director of marketing and secretary of the Industrial Papers Committee, 111 Great Neck Road, Great Neck, NY 11021; 516–829–3070. The special price for the reissue is $33 instead of its $40 original publication price.

Cleaning and Maintenance Supply Sales



$7.7 Billion in Janitorial Distributor Sales (1985)

Cleaning and Maintenance Financial Survey Results Reported. Sales = $7.6 Billion

The results of a recent survey, commissioned by *Sanitary Maintenance* magazine, show some rather interesting results regarding the sale of what is commonly known as "Janitorial Supply." For example, in the area of *paper products*, the survey reports that janitorial supply distributors accounted for $859,107,000 in towels and $691,234,000 in tissues, for a total of $1,550,341,000. In the area of *"Waste Handling Products,"* the following was reported: waste receptacles—$113,214,000, plastic bags and can liners—$386,026,000, and in maid carts—$31,055,000, for a total of $530,295,000 in sales for 1985 in this area.

The survey stated that overall, $7,664,135,000 in sales was reported by janitorial supply distributors. The current markets these distributors were selling into included: industrial, commercial, educational, governmental, medical, contract cleaners, hotels/motels, restaurants/clubs, religious and "others.".

Continued on page 29

Nominations Are Now Open For The

Stanley O. Styles Industry Excellence Award

And The Winner Is....

1986 winner Howard C Ris

The prestigious Stanley O. Styles Industry Excellence Award will be presented at the 1987 Chairman's Luncheon to be held on September 21, 1987 in Atlanta. This event will be the climax of the NPTA Annual Convention.

Those wishing to nominate an outstanding industry leader should direct their letters of recommendation to: John J. Buckley, Jr., president of NPTA, 111 Great Neck Road, Great Neck, NY 11021. Past nominations will be reconsidered. All nominations must be received at NPTA Headquarters no later than February 1, 1987.

Selection Criteria

1. The recipient of the award shall be a paper merchant, paper manufacturer or converter, consultant, or educator who has had a distinguished career in the paper distribution industry.
2. Someone who has had a positive influence on the paper distribution industry. Possibly from the introduction of new management methods, marketing concepts, or new products which have become important in the industry.
3. The award recipient will be one who is acknowledged by the paper distribution industry as a leader and a good representative of the values and traits necessary for the excellent conduct of business.
4. Someone who has been long involved in industry affairs through actions and has supported the industry's trade associations, mills, merchants and affiliated groups.
5. Someone who has been a spokesperson for the industry locally and/or nationally.
6. The recipient will be one who exhibits impeccable character and is a long time, good citizen of the paper industry.

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Selling Laser Papers: Know Their Uses

Many major paper manufacturers are now offering a paper with an extremely hard finish for use in the new laser output devices. A laser printer, hooked into a PC with the appropriate software, can produce near-typeset quality material that is suitable for use as camera-ready copy for newsletters, forms, reports, etc. The smoothness and levelness of the paper can enhance or detract from the quality of the laser output.

For those who may not have seen a laser-produced image, look at this illustration. The sample has been blown up 430% to show the differences in laser output vs. the usual typeset-quality output.

Laser printers for office use are currently limited to 300 dots per inch. (Some better models can go up to 1,000 dots per inch.) Thus, diagonal lines become the most obvious indicators of the laser output, and the entire image always looks a bit fuzzy under the loop. Nonetheless, desktop publishing systems are cutting into traditional typesetting because of their lower production cost. Some industry experts claim that 60% of all the material that is currently being typeset can be done adequately with laser technology.

Paper merchant sales people have big opportunities to sell laser papers to many of the newly emerging groups that are getting into personal or desktop publishing. Hammermill Paper Company reports that placements of laser printing engines will grow from 162,000 installations in 1985 to 1.5 million in 1990 (a 926% increase!), and will reach nearly 4.5 million by 1995. All of those units will require special papers to give the electronic publishing output the highest possible quality.

In addition to levelness and smoothness, high brightness and opacity are required of laser papers to give the printed image the best contrast. Hammermill adds that their "Laser Plus" paper has a wax-holdout feature on the bottom side that prevents wax from bleeding through when the sheet is prepared for paste up.

Another important benefit of laser papers in general is that they are much less expensive than the resin coated (RC) papers now used in typesetting galleys. RC papers cost about 60¢ a foot, reports Hammermill, and laser papers can represent as much as a 3000% savings—a definite sales advantage!

Times Roman Bold & Italics

The customers for laser papers, reports Hammermill, abound. They list the following prospects:

In Plant Printers They are leading the way into computerized publishing, especially in the areas of technical documentation. Industries that are especially hot right now are: electronics, aviation, and finance.

Quick Printers Laser papers can be used effectively as masters for their regular jobs.

Commercial Printers For pre-press proofing and other small jobs.

Typesetting Firms Laser papers are great as proofing sheets and can be used as an economical replacement for RC paper.

Forms Manufacturers About 75% of their output, states Hammermill, can be easily composed electronically and so may be output on laser papers.

Graphic Arts Suppliers This group may begin selling laser papers to make up for falling RC paper sales.

Ad Agencies Ad people are moving into desktop publishing to reduce their own typesetting costs and to put out professional-looking materials quickly.

Publishers This may be the largest category. Especially good for proofing, for masters, rough layouts, and even final mechanicals. (*Personal Publishing* creates the entire magazine on a PC and then outputs final pages on a laser device ready to go to the printer.)

Direct Mail Laser output will speed their turnaround time. Will be used for masters and proofing.

Businesses In general, electronic publishing with laser output will grow in every business. It will be used for mastering newsletters, bulletins, memos, price lists, data sheets, proposals, presentations, training manuals, catalogs and much more. (The trick will be to find them and get paper to them in small quantities!) ■

Where Are Cut Size Sales Going?

Selling cut size paper is becoming more important to all merchants. Gone are the days when cut stock was being sold to quick print shops only.

PROBLEM: The market for cut size papers is growing, but quick printer use of these papers is not. Where is it going?

The answer, according to some industry experts, is that copiers are chewing up more paper and, in the foreseeable future, they will continue to do so without stopping. What happened to the paperless office? What everyone has discovered is that it takes a tremendous amount of paper to run a "paperless" office.

Where once a seller of cut size paper

would send 20 cartons to a quick printer, now that same sales person must track down the people who were the quick printer's customers. They are the people who want only a few cartons at a time. A definite small-order problem. Take to the telephone. Ask about those office copiers and their paper usage at existing customers who buy other products from your company. After all, by 1990, 5,000,000,000 (five billion!) pounds of copier paper per year will be produced. That is a great deal of paper in search of a home! ■

Inside Sales People Can "Make It Quick"

Cold calling can meet with a variety of responses. When the sales rep hears "Make it quick," or "I've only a minute," what should he or she do? Talk faster? Suggest to call back later?

The *Telephone Selling Report* has some good ideas to help reps handle the quick-draw customer.

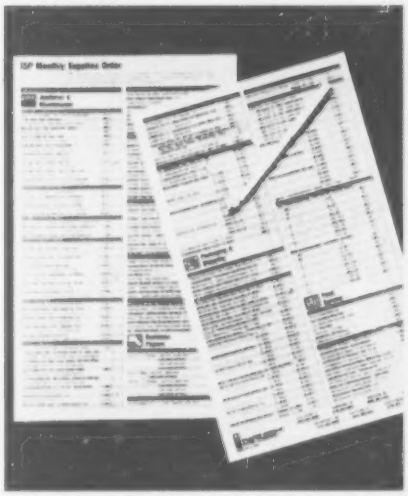
1. Many people who receive sales calls often have this knee-jerk response. This is probably because of many encounters with unprofessional sales reps. Don't let it throw you. They must be convinced that you are the right person to deal with.
2. Do not get angry. Just go with it. Say something like, "That's fine. I'll keep it short." Then go about your presentation in an orderly fashion.
3. Cramming the whole presentation into two minutes is a big mistake. It does not do anything for the rep or his customer. Present a strong case up front and heighten the customer's interest.
4. Keep your promise to be brief. Asking the customer after a couple of minutes whether or not you should continue will win respect. Also, it will help qualify that prospect.
5. If you find out after a few minutes that the customer is truly disinterested, you will have accomplished two things: realized that you have done your best and you need not call back. ■

Profile: ISP's Cost-Saving Purchasing Program

Sales professionals will be interested in this new purchasing program Inlander-Steindler Paper Company has introduced. The program was designed to save time while it also simplifies purchasing procedures. These changes may affect sales people's approach in obtaining orders.

Thomas I. Altholz, the company president, explains that requisitions from four product categories—printing/office paper and supplies, janitorial/maintenance, packaging/shipping room, and food service disposables and related products— are combined into one order. And that one order is filled by one supplier. "Customers," he says, "have reported cost savings of up to 30%."

The savings are reflected in the hours purchasing agents spend ordering from many vendors, in the number of meetings required to plan products and quantitites, in the time needed to write separate checks, ar... the bookkeeping involved. Furthermore, with ISP's package, the purchasing professional should gain greater control over the management of his time. Such operational efficiency meets the needs of top management's efforts to reduce costs.



ISP's operations are fully computerized which enables customers to make instant checks on the status of their orders, product availability, and computer printout analysis of their buying patterns on a monthly basis. Thus, customers can monitor, adjust and control their purchases according to their needs.

Founded in 1887, ISP now has seven locations in the Midwest, distributing over 3,000 stocked items, and access to 8,000 more, ranging from paper towels and industrial floor finishes through protective packaging and box sealing tapes to office copier papers. ■

Sales Briefs

SCOTT PAPER COMPANY's Away-From-Home Products Division issued a new information sheet for use by purchasing agents. It is a complete description of washroom products and features the Sani-Tuff® Industrial Hand Cleansing System. Eight different hand care products can be used in Sani-Tuff dispensers, and the system's 800 ml refill cartridges are said to be easier to refill than reservoir soap dispensers.

Also described in the sheet is the JRT® Jumbo Roll Tissue which provides the equivalent of 12 single-ply 1,000-sheet rolls on a large single roll, Lev-R-Matic® Roll Towel dispenser which controls the length of towel that it dispenses, and P.S. Personal Seats™ disposable toilet seat covers. A copy of the information sheet may be obtained by writing to Factory Washrooms, Scott Paper Company, Dept. JS-30, P.O. Box 830, Devon, PA 19333, or call 1-800-4-SCOTT-1.

KIMBERLY-CLARK CORP. now offers Kimdura, a synthetic paper for label applications that should make it easier to scan bar codes and reduce the number of "misreads." The company described it as a specially-formulated top coating that readily accepts and absorbs inks used by computer imprinting systems such as dot matrix,

impact, ink jet, and thermal transfer printing.

The product is provided with a corona treatment and is compatible with a wide variety of adhesives since it is manufactured without plasticizers. And because it is shrink resistant, it should not leave "halos" when the label is removed. It is available for sheet and roll applications in a variety of finishes. Kimdura samples and more information may be had by contacting Kimberly-Clark Corp., 1400 Holcomb Bridge Road, Roswell, GA, 30076, or call Gary Hutchison at 404–587–8890.

WHITAKER CARPENTER PAPER COMPANY has been awarded the exclusive distribution of Svecia Antiqua Rare Papers for Illinois, Wisconsin, Michigan and Tennessee. Manufactured in Scotland, the 50% rag content Svecia Antiqua is said to be unique as a laid finish text grade in that it resembles a handmade sheet. It may be adapted to many different printing processes.

SEALED AIR CORPORATION declares, "Improved customer satisfaction is the most significant benefit for companies." So saying, the company offers Instapak® Foam 'N Fill™, a new packaging system. It automatically fills a lightweight bag with Instapak chemicals which expand up to 140 times their original volume to produce a ready-to-use, semi-rigid foam packaging cushion. Placed on top of a corrugated container, the disposable foam cushion expands to fill void areas. One office supplier reported packaging an average of 1,000 cartons a day with Foam 'N Fill while reducing labor costs 50 percent. For more information, contact Sealed Air Corporation, Old Sherman Turnpike, Danbury, CT 06810; 203–792–2360.

INLANDER-STEINDLER PAPER CO. has chosen Robert H. Klaetsch for its ISP Sales Excellence Award, the highest honor achievable by commissioned sales personnel at the company. President Thomas I. Altholz awarded Mr. Klaetsch a plaque at the firm's annual President's Club meeting held on October 25th in Tucson, AZ. Noting Mr. Klaetsch's accomplishments, company vice president/sales and marketing Richard A. Mignano said, "He is customer service-oriented and resourceful in matching our products to marketplace applications."

ROTARY PAPER MANIFOLD COMPANY announced the promotion of Janet L. Sweeney to the position of sales representative. She was formerly a customer service rep. The Rotary Paper Manifold Company, a division of Bradner Central Company, supplies roll papers to forms manufacturers and printers in the Midwest. ■

What's Your Preference?

This section is dedicated to those in the paper business who sell. Your input will make this section more meaningful for all in the industry. Take a moment to tell *MN* what you would like to see in "TSP." Write or call *MN* Editor William H. Frohlich; your suggestions will make this section more meaningful for all who sell. ■

Sales: The Fastest Route to the Top

A recent survey of *Fortune* 500 CEOs found that, on average, they got there through the sales or marketing channel. 31.6% came through that route, 27% through finance, and 24.8% through engineering.

The typical CEO:

- is 58 years old
- male
- Protestant
- works 59 hours per week (up from 55.7 in 1976)
- earns $543,400 (total compensation). ■

Selling Roll Stock? Determine Roll Length For Your Customers

When selling roll stock, if the width of the roll, the basis weight of the paper and the weight of the roll are all known (or can be measured), it is easy to find out the length of that roll in feet. All users of roll stock need this information and often the sales person is called upon to provide it. Printers usually need to figure out how many printing impressions they can get out of a short roll and this formula can be very helpful.

$$\text{Length of the roll in feet} = \frac{\text{Roll weight in pounds} \times 36{,}000}{\text{Width of the roll in inches} \times \text{basis weight}}$$

Example: What is the length of a roll of stock (in feet) that has a 60 lb. basis weight, is 48 inches wide and weighs 160 pounds?

Answer:

$$\frac{160 \times 36{,}000}{48 \times 60} = \frac{5{,}760{,}000}{2{,}880} = 2{,}000 \text{ feet}$$

What's New in Selling Cover and Text Papers?

Designers are hungry for good quality papers. The high-end of the paper market has attracted much attention in the design community because the paper itself is being seen as the third dimension in the designer's work. Design, color and paper are being woven together with care and flare.

Those who sell cover and text papers, reports the American Paper Institute's Cover and Text Promotional Committee, should emphasize that these papers are "the essence of individuality." The great variety of colors and textures allows the art director to make the paper an integral part of the design process instead of an afterthought.

Selling the paper as necessary to the creative process elevates it to "creative" status from merely "image carrier." For more information on how cover and text grades work well in a variety of graphic arts processes, consult *The Cover & Text Book*, published by API's Printing and Writing Division, 260 Madison Avenue, New York, NY 10016. The cost is $6.95 plus $2.25 postage and handling. ■

When Selling Plastic Bags, Know These Equivalents

Here is a handy scale for those who sell plastic bags and can liners. It converts mill thicknesses to their approximate micron equivalents, and vice versa. (Courtesy Himolene) ■

Mill Thickness	Approx. Micron Equivalent	Mill Thickness	Approx. Micron Equivalent
.023	6	.062	16
.027	7	.066	17
.031	8	.070	18
.035	9	.074	19
.039	10	.078	20
.043	11	.082	21
.047	12	.086	22
.051	13	.090	23
.055	14	.094	24
.059	15	.098	25

What Sales Execs Want Their People to Learn

According to a Xerox Learning Systems report, the sales and marketing executives of 100 major corporations said they want their sales people to:

- plan and strategize each of their accounts
- know where they stand in the sales process with each account
- know why buying decisions are made and who makes them within each account
- understand the business problems facing each account and how their product or service can help solve the problems
- try to build an "indepth" relationship with sales contacts in each account
- know how they are perceived by each account, and
- know how to assess and overcome obstacles to the sale. ■

Customer Service—Key to Sales Excellence

The NPTA has an excellent training program which can benefit each member by improving customer relations. Recognizing the need for good customer relations, Eastern Paper in Hartford decided to take advantage of the Customer Service Telephone Skills (CSTS) seminar from Learning International (formerly Xerox Learning Systems).

The objective is for the customer service reps to gain a better understanding of customer needs so the customer is a "satisfied" customer. The CSTS seminar covers the various aspects of a phone conversation with customers including how to uncover their needs, avenues to problem solving, etc. It concentrates on several role plays, allowing each participant to act out daily situations that occur with actual customers. These role plays, along with audio and visual aids, make the CSTS extremely relevant to the participants' jobs.

Dave Schroeder, an Eastern Paper Company customer service rep, received a call from an unhappy customer the week following the CSTS. Dave decided to employ the techniques he learned at the seminar. When he got off the phone, Dave said that they worked because his customer hung up the phone as a satisfied customer. The best result of the CSTS was the realization that customer service representatives gained as to how important their positions were to the success of the company. Each representative learned strengths and weaknesses in customer relations. Follow-up material has been provided so that improvements can be made and good customer relations remain an everyday occurrence at Eastern Paper.

For more information on the Customer Satisfaction Telephone Skills (CSTS) program and how it can improve the professional skills of your customer service reps, contact Bruce Linden at NPTA, 515–829–3070. ■

Diane Peterson and David Schroeder of Eastern Paper.

PAPER Foundation Generates New Energy in 1987

In two short years, the PAPER Foundation has established itself as a major force in the paper, plastics and allied products distribution industry.

Without ceremony or fanfare, the Paper And Plastics Education Research (PAPER) Foundation was established two years ago as a non-profit organization to study the distribution of paper, plastics and allied products. Not many took notice. "Even when we first announced the creation of the Foundation," John J. Buckley, Jr., the organization's president reflects, "everyone viewed it as another NPTA program. We have had to prove to the industry that the PAPER Foundation was needed and that it would be something different, something unique in its approach to industry research."

The Foundation concept grew out of an assessment of the changing nature of the distribution of paper, plastics and allied products, and an analysis of the long-term needs of distribution. Business complexities in the late 20th century demanded it. A Foundation dedicated to research and education was seen as providing the forward thinking necessary to support the industry as it looks toward doing business in the next century.

The work of the PAPER Foundation is different from that of NPTA. Where NPTA's research activities involve the collection and analysis of data on paper distribution monthly, quarterly and annually, the PAPER Foundation is positioned to research and *interpret* the effect of economic events and changing business strategies will have on distribution companies.

Explaining the differences between the two organizations has not been easy. "We have had an identity problem," says Buckley. "True, NPTA has been the initiating force behind the PAPER Foundation, but the Foundation is designed to do long-range research and tackle more difficult questions than NPTA is capable of doing." Indeed, there lies the difference.

Two-Division Structure to Accomplish Goals

In order to carry out its research and education mission, the Foundation has adopted a two-part structure. One division has been established to study paper distribution questions that require a long-term commitment of time and money, and continuity. This is the Endowed Research Chair in Paper Wholesaling. The other will study shorter term trends and industry developments. This is the Special Projects Division that will do more specialized work in a variety of areas.

"Special Projects" are studies that are narrower in scope and shorter in duration than those to be undertaken by the Endowed Chair Program. The first special project of the Foundation has been completed. *Growth Strategies in Paper Distribution* surveyed the industry to determine the major trends that require further attention. Foundation president John Buckley has used the research results to make over 30 industry presentations and is updating a book on the subject that will be available shortly.

Project work on subjects such as:

1. Developing databases of information on paper merchant customers and products to assist in the creation of marketing plans.
2. Analysis of cost structures in paper distribution.
3. Evaluation of the physical distribution opportunities that exist in paper distribution.

of the Foundation.

These studies may last from six to 18 months and be handled by outside consultants on an individual basis. The results of the work done will then be shared with the industry through Convention presentations, books, management reports, articles in *MN*, or via a seminar on the topic. The Special Projects Division will seek to maximize the implementation of its research findings. Work will begin soon on the next special project. A committee of the board of trustees met in Denver on December 2, 1986, for that purpose.

An updated *Growth Strategies* study has already been approved. Publication has been set for June, 1986. The second Foundation project was decided at the December meeting.

Membership

The Paper And Plastics Education Research (PAPER) Foundation has as its membership two groups: paper, plastics and allied products distributors, and their suppliers.

All NPTA member companies are automat-

ically members of the PAPER Foundation through the allocation of a portion of their NPTA dues. Suppliers, who will be asked to join later this year, will benefit enormously from Foundation involvement. It will provide a forum for them to work *with* their customers, the distributors, to analyze and understand how to improve the distribution network for their products. Furthermore, merchants will look to suppliers who are members of the Foundation for leadership. Manufacturers, converters, extruders, and other vendors who wish to truly stay at the forefront of distribution activities will want to gain membership in the PAPER Foundation.

Foundation Sources of Revenue

In addition to an allocation from NPTA, the PAPER Foundation obtains the proceeds of the Chairman's Luncheon each year that is held during the NPTA Convention. 1986 saw $6,000 flow from this source.

When suppliers are asked to join the Foundation later this year, they will represent the third source of revenue. These streams of support—wholesalers, luncheon donations and suppliers—will give the PAPER Foundation the income it needs to carry out its mission.

More to Come

The very nature of the Foundation is to provide cutting-edge information on paper, plastics and allied products distribution. Although the organization is in its infancy, it has already been true to its mission. In the weeks and months ahead, readers of *MN* will be kept informed of the new developments that will bring the PAPER Foundation closer to home.

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John F. Church, Jr., *chairman*
The Cincinnati Cordage Paper Co.
Cincinnati, OH

John J. Buckley, Jr., *president*
National Paper Trade Association
Great Neck, NY

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CHAIRMAN'S CORNER

What is Your Business Foundation?

Having been a party to the creation of the Paper And Plastics Education Research (PAPER) Foundation, you might say I have a vested interest in its progress and success. Being present at its inception, though, has nothing to do with it. It is a good idea for our industry and its time has come.

It is interesting that, as a concept, the word "Foundation" was chosen. And it really fits. In a sense, the work that is being accomplished and that which will be done lays the "Foundation" for our success as business people in the years to come. In my opinion, the relationship between what is done on a daily basis and the work of the PAPER Foundation is that direct, that specific.

The Foundation's first project on future trends done by Denis Healy, set the stage for what was to come. A task force met in December to begin work on the next PAPER Foundation projects. You will be hearing more about this in the months ahead.

Members of NPTA are members of the Foundation, automatically. You will be kept informed of developments—no charge. But don't stop there. Build on that Foundation, support its research through participation, be directly involved and make things happen.

A wise man once said that you must plan for the future because you will be spending the rest of your life there. That is the foundation upon which to build a business career.

Francis J. Houlihan
NPTA Chairman

Chairman of the PAPER Foundation Sets '87 Course

The Paper And Plastics Education Research (PAPER) Foundation has as its chairman John F. Church, Jr., president of the Cincinnati Cordage and Paper Company. He recently spoke with MN about the Foundation, its purpose and plans.

John F. Church, Jr.

MN: *What is the PAPER Foundation?*
Church: I believe there is a bit of confusion about the Foundation, its purpose and its makeup. PAPER is an acronym for Paper And Plastics Education Research, which was suggested by Frank Viegas at an NPTA Board meeting in Washington, DC in 1984. There are two parts to the Foundation that are distinctly separate and importantly interrelated. The first part is already in operation; it started with our Future Trends study and is continuing, but more about that later. The second part is the Endowed Chair, which will begin at the completion of the funding.

MN: *What is the Purpose of the Foundation?*
Church: As stated in the Certificate of Incorporation, it's twofold: First, to sponsor, cosponsor, initiate or implement educational and research programs in the field of economics, especially in connection with the wholesale distribution of paper, plastics and related products. We are not limited to projects that are paper oriented, although that is where the focus will be. The Future Trends project was part of this first purpose.

The second purpose is to provide or aid in obtaining financial support to educational institutions in furtherance of research and education relating to wholesale distribution, obviously in our industry. This information will then be disseminated by means of publications, seminars and lectures. This second purpose will be fulfilled by the Endowed Chair.

MN: *Why Was the Foundation Created?*
Church: The NPTA Board of Directors recognized the need and the desire for education and training, thus the creation of a standing committee for that purpose. As our Association became better organized and started providing more and better services, it became evident that we could enter the big time with the PAPER Foundation. It was a natural outgrowth of the focus on education and training. It can provide for all of us what would be, practically speaking, impossible for each of us to provide for ourselves.

MN: *What Would the PAPER Foundation Contribute to the Paper Industry's Pool of Knowledge?*
Church: The eminent scholar of the Endowed Chair will provide a fountain of knowledge to address specific concerns from an academic perspective. The Foundation projects will apply that resource of knowledge in a practical way so as to enable us to see it in our businesses. It has not yet been determined whether the eminent scholar will be permanent or rotate, and, if rotating, how often. We have never had the luxury of an academician working just for us. Think what that could mean. Maybe he/she will produce the Xerox of the paper industry for us. With the right person, we could be limited only by time and our imagination.

MN: *You Are a Very Busy Businessman. Why Have You Become So Involved in the Work of the Foundation?*
Church: It is potentially one of the most exciting and rewarding projects that the Association has ever undertaken. With it, we are taking a giant step toward sophistication. Look what DREF has done for NAW. (The Distribution Research and Education Foundation is part of the National Association of Wholesaler-Distributors.) Knowledge is power, and the future belongs to those who have it and know what to do with it. Although, in numbers, we are a very diverse group, we are no longer dominated by the private, independent mom and pop companies. We have all grown up and are competing in a much faster, more sophisticated environment. The PAPER Foundation will help us in that arena, and I want to be a part of it and make a contribution to it.

MN: *What Projects Do You See the Foundation Taking on in the Future?*
Church: In 1987 we will publish a long-over-

NATIONAL PAPER TRADE ASSOCIATION, INC.

Atlanta, Georgia

The 1987 Annual Convention

AND PAPER/PLASTICS AND ALLIED PRODUCTS

Exposition

September 19–22, 1987

Paper distributors from every state in the Union and 16 foreign countries will meet in Atlanta for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '87 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, nonwovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '87—The Show, The Meetings, the Special Events . . . all waiting for you in Atlanta!

Exposition Management:
Scherago Associates, Inc.
1515 Broadway
New York, New York 10036
(212) 730-1050

Sponsoring Organization:
National Paper Trade Association, Inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

The Seven Most Asked Questions About the PAPER Foundation

1. *If I am a member of NPTA, am I a member of the PAPER Foundation as well?*

Yes. Because a portion of the dues your company pays to NPTA is allocated to the Foundation, your company is automatically a member of the PAPER Foundation. To maximize involvement in the Foundation, all members are asked to contribute to the Endowed Chair program.

2. *I am a supplier and interested in keeping up with the changing nature of the paper, plastics and allied products distribution industry. Can I join the Foundation?*

Yes. A membership campaign will be directed to suppliers later this year.

3. *When can I expect to see the results of the first Foundation project?*

The results of the first study, "Growth Strategies in Paper Distribution" are already in. A book on the subject will be out shortly. The preliminary results have been used to make presentations to over 30 industry groups.

4. *How will an Endowed Chair Program in Florida help me as a merchant in the upper midwest?*

The location of the program geographically is not important, because the information generated will be shared nationally. Further, the eminent scholar seated in the chair to conduct research may be from your part of the country. After his tenure as an eminent scholar with the Foundation, he will return to infuse this new information in your local system.

5. *Will the Foundation study product trends and developments in the industry as well as economic and management strategies?*

Yes. Products sold by what we traditionally call "paper merchants" will be studied. This includes both paper and non-paper items. Remember, "plastics" is part of the Foundation's name.

6. *I have some ideas for research projects the PAPER Foundation may want to study. How can I communicate these to the Foundation's board of trustees?*

All project ideas are welcomed by the Foundation's trustees. Send your correspondence to the attention of John F. Church Jr., chairman, PAPER Foundation, 111 Great Neck Road, Great Neck, New York 11021.

7. *If I am really committed to staying on top of the most important trends and developments in our industry, what more can I do?*

Many Foundation members have felt the same way. They have chosen to make a pledge to the Endowed Chair program. Approximately $50,000 remains to be raised. Contributors to the Chair will become part of a research network and be kept informed of the development of research projects in this division.

due, but updated, report on the Future Trends study by Dr. Denis Healy. We will also start one new project. Future projects will be both short and long-term in nature and will encompass all aspects of our industry. It will be important and difficult to prioritize the projects in such a rapidly changing business world.

NN: *What Role Will the Suppliers Have in the Foundation?*

Church: A very important role. They have a vested interest in us. Our future depends upon each others' success. They will be represented on the Foundation's Board of Trustees and will participate in the selection and production of projects. The Trustees are elected by the NPTA Board of Directors and every NPTA member is automatically a member of the Foundation.

NN: *What Industry Support Does the Foundation Need at This Point?*

Church: We need your financial support and ongoing commitment. The annual Stanley G. Styles Award luncheon, while honoring one of our industry's leaders, also raises funds for Foundation projects. The award is the most prestigious in our industry and we need your support at the luncheon to properly acknowledge our honored nominee and to raise money for future research projects.

The Endowed Chair is almost funded—one million dollars, with $600,000 committed from the industry and friends, and an extremely important $400,000 from the State of Florida. We have over 100 contributors with seven sponsor gifts of $20,000 each. It's important, though, that we have a broad base of financial support. So, if you have not made a donation yet, do it now. Don't put it off. We want to get out of the fund-raising business and get on with the Foundation business. There is approximately $50,000 left to be raised. This is truly an investment in *your* future, so don't sell yourself short.

We still have not yet met the Chairman's Challenge Pledge. Don't let that opportunity slip away.

NN: *Thank you.*

First of its Kind. The PAPER Foundation's Endowment for Research

Never before has an endowment been established to study a distribution industry. The PAPER Foundation has all but finished its work to kick off its $1 million Endowed Research Chair in Paper Wholesaling at the University of North Florida. Approximately $50,000 is left to be raised to begin the Foundation's research activities that will help industry companies better understand the forces affecting the paper and plastics distribution business.

It has been reported by many sources that wholesale distribution is undergoing major change. Paper merchants face changes brought about by the impact of new technology on their businesses as well as changing customer needs in the marketplace. In order to prepare the paper, plastics and allied products distribution for the 21st century, a great deal of research work must be accomplished in the late '80s and into the '90s.

The trustees of the Paper And Plastics Education Research Foundation took up the challenge of the next century through the establishment of a research endowment to help merchants today tackle the questions of tomorrow. The Endowed Research Chair in Paper Wholesaling at the University of North Florida will assure an uninterrupted supply of research money to accomplish its long-range mission.

A research institute, like the PAPER Foundation's Endowed Chair, can crystalize the picture of the industry's future by conducting long-term research in specific areas. The result of this work will be turned into action plans for industry companies. Furthermore, all paper merchants will benefit because the Foundation is working through a university. The Foundation's endowment, says University of North Florida president Curtis L. McCray, "demonstrates in a very tangible and positive way the growing interdependence between the public and private sectors."

Major Advantages of the Endowment Program

Preparing for tomorrow through a major research effort today gives those interested in the way their products will be distributed a better understanding of the forces at work within their companies and the marketplace. The endowment will accomplish its mission in a number of ways:

1. Long-range, uninterrupted research will be done.

2. Practical outcomes will be action-oriented for industry companies.

3. Research facilities will be provided by the university.

4. Well-established scholars will be attracted to conduct the research.

5. Graduate students at the university will learn about paper, plastics and allied products distribution.

6. The Endowed Chair will create the core for other research-related work both at the university and other institutions.

7. An endowment means that a one-time payment for the research commitment creates an ongoing income stream. Once paid, there will be no break in the cycle of meaningful projects. Research ideas will not go in search of funding. The Foundation's time is spent on managing research instead of fund raising.

Endowment Operations

To accomplish these long-range projects, the PAPER Foundation's board of trustees sets the overall agenda for the organization's activities, including the Endowed Chair Program.

The trustees will recommend projects and the business faculty of the University faculty will seek out eminent scholars from around the country to conduct the research. The scholar doing the research will be involved in the work for six to 12 months, depending on the nature of the project. The first scholar will be named in 1989.

University of North Florida
College of Business Administration

Center for Education and Research in Wholesaling

Edward A. Moses

The University of North Florida is a regional university organized to meet specific education and training needs in northeast Florida. Jacksonville is emerging as a wholesale distribution center; accordingly UNF's mission is to identify and satisfy unmet education, research, and training needs in this area. The Center for Education and Research in Wholesaling in the College of Business Administration will be created to meet the demand for wholesale distribution research and training.

The Center will be staffed by a director responsible for research and training in wholesale distribution. The director will be a full-time professional committed to developing education and research in wholesale distribution and coordinating these efforts with related areas of expertise in the College of Business Administration, such as purchasing, transportation and logistics. In addition to applying interdisciplinary expertise within the College to research opportunities and problems in wholesale distribution, the director of the Center will foster and coordinate unique academic and professional research, training and education in wholesale paper distribution with the Endowed Research Chair in Paper Wholesaling.

The Endowed Chair in Paper Wholesaling will be administered as a rotating professorship within the Center. The director of the Center will provide support for the visiting chairholders who will be preeminent in specialized areas of knowledge related to unique research needs of the paper wholesaling industry. The director will confer and collaborate with these distinguished visiting professors who will be undertaking research and training for the benefit of the wholesale paper industry. The director's responsibility will include maintaining a close working relationship with wholesale paper executives and will also be responsible for assisting the endowed research program by identifying broad issues, research, and monitoring training needs and programs in wholesaling that could be applied to unique problems of the wholesale paper industry.

Edward A. Moses
Dean of the College of
Business Administration

Industry Benefits

The benefits of a research endowment to the paper, plastics and allied products industry are many:

1. Industry efficiency and productivity will be improved by implementation of the research results.
2. The industry will be in a position to handle change in a more logical, patterned way. Change will be anticipated instead of reacted to.
3. The implementation of the research results will cause a general increase in the level of professionalism and sophistication of the industry.

In addition, the paper industry will be in a unique position. No other wholesaling industry has made such a commitment to research and study of its trade. The Endowed Chair Program also increases the academic understanding of paper and plastics distribution at the university level. There will be a body of knowledge created for the first time. It is hoped that other research will be generated, in turn, as this work will have a "ripple effect."

Beyond the Research

"Research results are only the beginning of the services that will grow out of the Endowed Chair Program," says John J. Buckley, Jr., president of the PAPER Foundation. "You will see much more than just tangible results."

Contributors to the Endowed Chair will have a great wealth of management talent available to them for the support of their companies after the eminent scholar leaves the chair. The knowledge developed through the endowment program can be applied by these specialists to individual companies that are interested.

Furthermore, eminent scholars, upon their return to their home universities, will educate students, thus increasing interest and understanding of paper, plastics and allied products distribution careers. A variety of research reports, seminars, books, etc. will be made available as well.

Major Advantages of University of North Florida

Selecting a home for the Endowed Chair was not easy. The University of North Florida was chosen for many reasons, not the least of which was a contribution of $400,000 toward the effort by the State of Florida.

UNF is a young, progressive institution of higher learning located in Jacksonville, FL. Founded in 1965, it has shown a continuing commitment to excellence in teaching, research and public service. There are three colleges on the UNF campus: Arts and Sciences, Education and Human Services, and Business Administration. The PAPER Foundation's Endowed Chair will reside in the College of Business Administration.

UNF is in the process of creating a Bachelor degree program in business administration with

Continued on page 33

Contributors to the Endowed Research Chair in Paper Wholesaling

Acorn Paper, Indianapolis, IN
Affiliated Paper, Tuscaloosa, AL
Alling & Cory, Rochester, NY
American Paper, San Juan, PR
Anchor Paper, St. Paul, MN
Apache Paper, St. Paul, MN
Apollo Paper, Houston, TX
Arrow Paper, Somerville, MA

Balpex, Ontario, Canada
Bond Queen City, Elmira, NY
Brame Specialty, Durham, NC
Brawner Paper, Houston, TX
Broward Paper, Ft. Lauderdale, FL
Bunzl Corp., Florham Park, NJ
Burlington Paper, Burlington, IA
Bush Bros., Champaign, IL

Canadian Paper Trade, Toronto
Cannon Paper, Toledo, OH
Capital Paper, New York, NY
Carpenter Paper, Des Moines, IA
Carr Paper, Pomona, CA
Central Wisconsin, Wausau, WI
Century Papers, Houston, TX
Champion International, Stamford, CT
Cincinnati Cordage, Cincinnati, OH
Classic Packaging, Port Coquitlam, BC
Clampitt Papers, Dallas, TX
Communication Paper, Farmingdale, NY
Commerce Paper, Toledo, OH
Crown Products, Yonkers, NY
Crown Zellerbach, San Francisco, CA

Direct Packaging, Hewlett, NY
Dixon Paper, Denver, CO
Dowd Co., Woburn, MA
Duluth Paper Co., Duluth, MN

Everett Wholesale, Everett, WA

Fargo Paper, Fargo, ND
Fisher Bros., Ft. Wayne, IN
Fleetwood Paper, Franklin Park, IL
Frontier Paper, Anchorage, AK
S. Freedman & Sons, Landover, MD

G. B. Goldman Paper, Philadelphia, PA
Grayco Products, Westbury, NY
Gulf Coast Paper, Victoria, TX
Gummed Papers America, Chicago, IL

Hammermill, Erie, PA
Hershey Paper, Hershey, PA
Hudson Valley Paper, Albany, NY
Hull Paper, Dayton, OH

I Supply Co., Springfield, OH
Industrial Wiper, Chelsea, MA
Inlander-Steindler, Elk Grove, IL
Inter City Papers, Mississauga, Ontario
Iroquois Paper, Chicago, IL

JB Papers, Union, NJ
Jackson Paper, Jackson, MS
Jedco Paper, Red Lion, PA
Judd Paper, Holyoke, MA

Katzke Paper, Denver, CO
Keene Industrial, Keene, NH
Keldon Paper, Los Angeles, CA
Keller Enterprises, Portland, OR
Killhour Commercial, Philadelphia, PA
Kirk Paper Co., Los Angeles, CA

Lauzier-Little, Quebec
Leslie Paper, Minneapolis, MN
Lindenmeyr Corp., Long Island City, NY

Mac Papers, Jacksonville, FL
Marks Paper, New Orleans, LA
Mayan Converting, Houston, TX
Mayer, Myers Co., Memphis, TN
Mayfield Paper, San Angelo, TX
Marking Development Co., Hillside, NJ
McApco, Burlington, VT
Millcraft Paper, Cleveland, OH
Monarch Box, Chicago, IL
Monumental Paper, Baltimore, MD
D.F. Munroe Co., N. Wilmington, MA

National Paper, Omaha, NE
National Paper of NJ, E. Orange, NJ
Nekoosa Foundation, Port Edwards, WI
Nogg Bros., Omaha, NE
Norco Paper, Oakland, CA

Ohio & Michigan Paper, Toledo, OH

Paper Co., Sioux Falls, SD
Paper Corp. of America, Valley Forge, PA
Paper Mills Agency, Seattle, WA
Paper & Plastics Inc., Oxnard, CA
Paper Services Co., Mankato, MN
Frank Parsons Co., Landover, MD
Piedmont National, Atlanta, GA
Pollock Paper, Dallas, TX
Price Daxion, Quebec

Renard Paper, St. Louis, MO
Ris Paper, Garden City, NY
Rotary Manifold, Schiller Pk, IL
Russell-Field, Bellwood, IL

Schilling Paper, LaCrosse, WI
Seaman Patrick, Detroit, MI
Service Paper Co., Renton, WA
Shaughnessy Kniep, St. Louis, MO
W.H. Smith, Albany, NY
Snyder Paper, Hickory, NC
Spiegel Bros., Kingston, NY
Standard Paper Sales, Asheville, NC
Chas. G. Stott Co., Washington, DC
Sunclipse, Montebello, CA

Turnquist Paper Co., Minneapolis, MN

Unijax Inc., Jacksonville, FL
Union Paper, Clarkston, WA

WWF Corp., Bala Cynwyd, PA
S. Walter Packaging, Philadelphia, PA
Weiss Bros., Hagerstown, PA
West Coast Paper, Seattle, WA
Western Paper, Kent, WA
Whitaker Carpenter, Elk Grove, IL
Whitney Bros., Boston, MA
Wilcox Paper, Minneapolis, MN
Wilder Industries, Philadelphia, PA
Williamsport Paper, Williamsport, PA

In Addition

The PAPER Foundation gratefully acknowledges those industry people who have made personal pledges to the Endowed Chair program. Combined personal pledges have come to over $11,000.

At J B Papers, Excellence is Spelled P-A-R

This article originally run in the February 1986 edition of MN, *is even more important today. The PAR season is upon us and all merchants should take advantage of this free NPTA service.—Editor*

by Herb Brownett
director of finance
and administration
J B Papers, Union, NJ

Much has been said and written lately about achieving "excellence" in business. Just about everyone would agree that it is a worthy objective, but just like any objective, you must have a way to measure achievement. That is what this article is about, measuring the achievement of "excellence" in paper distribution.

Ask any paper merchant what his company objective is (i.e. definition of "excellence") and you will likely get an answer that sounds like this: "Why at XYZ Paper we want to be a high growth, high service, low cost distributor." Great! So how do you know if you have achieved this or are at least progressing toward it? High and low relative to what? The answer is simple: high growth, high service, low cost *relative* to the other companies in your business—*your* competitors.

Now for the good news. The NPTA provides us with a wonderful tool for measuring our "excellence," the Performance Analysis Report (PAR). You say: "Oh yeah, the PAR report. That little book with all the numbers, statistics and graphs that I got last spring and keep on the credenza under all the old magazines, right?" Wrong! Same book, but at J B Papers every member of top management has a copy at his fingertips and it is used to run the business day in and day out. This commitment comes from the very top of the company and has become part of the culture. Using key PAR results is *how we measure "excellence" at J B Papers. Our continuous goal is to be in the Region 2 upper quartile in the following statistics:*

- Net Profit Before Tax as % Net Worth
- % Sales Change Over Prior Year
- Gross Margin %
- Operating Expenses as % Gross Profit
- Personnel Productivity Index
- Turn and Earn Index
- Gross Margin Return on Average Month's Receivables

Measuring Excellence

You may say at this point that many aspects of "excellence" are qualitative and cannot be measured quantitatively. Such things as the quality of sales and order desk people, inventory service levels, and shipping accuracy as examples, cannot be monitored day-to-day via PAR-type statistics and should be monitored by other means. You better believe, however, that over time they translate into PAR statistics like sales growth, trading margins and cost percentages. Herein lies the heart of the matter. The qualitative factors drive the numbers; analysis of your numbers relative to your competitor's numbers targets those qualitative things that you need to improve.

We specifically use the PAR report at J B Papers in three ways: annual analysis of results, operating decisions and annual planning. It starts with annual analysis. When the PAR report for the previous year arrives, all our top managers receive a copy and are given a week to study it. Then we have a meeting on a Saturday (no phones, no operating demands) and go through the results item by item. For just about every statistic, we ask ourselves: Is it relevant to us? What does it mean? Does it reflect a strength, a weakness? What can we do to improve? Did we improve from last year? and so on. If we do not finish in one day, we come back the next Saturday and continue.

We concentrate primarily on the items mentioned above as company objectives. I will admit that we pass over many items as not relevant. We do not look at any LIFO-based data or financial structure-leverage-type data too much. In both cases, we feel that analysis will not lead to any significant changes. Within specific statistical items, we concentrate on our region's data, because that is our direct competition, and the high ROTA group because they are the "excellent" companies. In general, we are trying to identify weaknesses and opportunities to improve.

Using the PAR Data

During the year, we continually refer to the PAR with respect to operating decisions and results. We always take a hard look at personnel productivity data whenever we are considering adding peo-

ple. Recently, after several years of very high sales growth, we felt we needed to add personnel, but were not sure how many. We reviewed gross profit per person, number of orders per person, and number of salesman per person for the sales service category under various scenarios versus Region 2 and high ROTA PAR data. The results were implemented and we seemed to have improved our service level without imbalancing our cost structure.

Another people-related use of PAR data occurred during our last labor union negotiations. The union proposed increases that were a continuation of the percentages given during the high inflation of several years ago. Our review of PAR data showed that our people's productivity had not kept up with their salary increases and we proposed a significantly lower increase than had traditionally been given. We even went so far as to present the PAR data to the union representative and the rank and file to show them that they were better paid and less productive than our competitors. We eventually settled on a lower increase. Following the use of these measures in negotiations, we now use them as approximate productivity standards for warehouse workers and drivers.

We recently revised our sales commission system to better focus the salesmen on gross trading margins and order size. In doing so, we were very concerned about being fair with the salesmen, but not giving away the ranch. We have used PAR data relative to outside sales pay, benefits and expenses to make sure that our new system is competitive to attract and retain good people, yet not out of line cost-wise.

In all these people-compensation issues, we place great emphasis on the Personnel Productivity Index. This index, which compares the gross profit generated per employee to the average compensation paid, is invaluable in evaluating the trade-off of the cost of good people versus their contribution. Our company objective is to hire better people at higher pay and get more out of them. We feel strongly that this is an excellent strategy, but obviously you must keep the productivity in focus or you could just end up with higher paid people.

Special Applications

We frequently find PAR data useful in non-recurring special analyses. For example, due to the previously mentioned sales growth, we have totally outgrown our existing warehouse space. In investigating moving or adding on, we ran into the classic dilemma of how much space was enough. Once again, we turned to the PAR. Using the sales per cubic foot statistic, we were able to project the space requirements under various sales growth assumptions.

In the asset management area, the PAR contains useful data that extends beyond the accounts receivable average days outstanding and inventory turns data that is otherwise readily available. We find the inventory "turn and earn" index and the gross margin return on average month's receivable to be very useful because these take into account the gross profit percentage trade-off from stocking levels and credit extension. In other words, if you stock deep or grant special credit terms, you ought to earn a higher gross trading margin as compensation. These indexes, which are the inventory and receivable turns times gross profit percent, evaluate if this in fact takes place.

Finally, once the plan numbers for the next year are complete, we evaluate them in terms of the key objectives mentioned above. If any of the planned PAR statistics are out of line with the previous year's industry results we re-evaluate the applicable plan actions. We may or may not change them, but at least we know up front if plan actions are going to diminish our PAR results.

PAR is Easy to Use

I would like to say a brief word here about using the PAR report in general. It tends by nature to be an overwhelming and intimidating document. Don't let this turn you off. It is very easy to find the important data. I go through my books and highlight key statistics with marking pens. If certain statistics are not useful, I scratch them out or even rip out the page. I write comments next to items and draw arrows between related items. I think if you view it as a *workbook* instead of some sort of sacred document it is much more useful.

As you can see, the PAR report is an integral part of management at J B Papers. J B chairman Bernie Bloom, has stated on more than one occasion that the PAR report alone justifies the cost of NPTA membership. I would encourage all members to participate in the PAR, to get it and use it. I am sure you will find it an invaluable tool for achieving "excellence."

Note: PAR questionnaires will be mailed to all NPTA members at the end of this month. Watch for this mailing which will contain the survey form and all related literature. Contact the Research Department if you have not received it by mid-February. This mailing is sent to company presidents, treasurers, controllers, and financial managers.

Industrial Paper

Continued from page 14

The FDA and Tamper-Resistant Packaging in the News Again

According to an article in *Impressions*, the newsletter of the Paperboard Packaging Council, the Food and Drug Administration is making an effort to reduce the chances of unauthorized persons acquiring samples of tamper-resistant packaging materials by working with and seeking the assistance of packaging manufacturers and distributors. The FDA appeal came following reports that some packaging suppliers might be sending samples of tamper-resistant packaging materials indiscriminately to anyone who requests them, without screening to determine if they are legitimate potential customers. FDA is concerned that a person with malicious intent could use these samples of packaging obtained this way to conceal a tampering effort.

Members of the packaging industry are being urged to examine their practices of distributing samples and to take steps to avoid creating opportunitites for misuse. In the event that screening potential customers is impractical, FDA suggests marking materials as "Sample" to preclude further use.

NPTA Financial Management Guide Revised

In 1969 NPTA's "Financial Management and Computer Applications Committee" (now known as the Management Information Committee) worked in conjunction with the management consulting firm A. T. Kearney & Company, Inc. to produce the Paper Merchant's Guide to Profitable Management.

Much of the information contained in the original *Paper Merchant's Guide to Profitable Management* is still valid today. However, a lot has changed over the years, such as the great impact computers have had on merchants' day-to-day operations, and the addition of indirect sales as a third classification. Experience has also pointed to the fact that most merchants do not now use the very sophisticated and complex method of allocating costs and establishing "charge rates" developed by A. T. Kearney.

Consequently, the time was ripe for a major update and revision of this valuable 1969 guide. NPTA's Management Information Committee took on this major task two years ago, and has just completed the project. In revising the guide, NPTA solicited in-depth input from the top financial management and presidents of nine paper merchants firms of various sizes, geographic regions and printing/industrial/dual paper orientation. Also consulted was Dr. Peter Mullins, co-founder of Management Foresight, Inc. of Columbus, OH (MFI has produced company PARs—Performance Analysis Reports for NPTA since 1977).

Structure of the Guide

The guide is divided into four major sections plus an appendix, and is offered in 3-ring looseleaf binder format. The looseleaf format will allow for ease of periodic updates, which are especially necessary in such areas as computerization where change is constant and rapid. When published, future updates will be offered for sale at nominal cost to all buyers of the original guide.

Who Should Use the New Guide?

Any financial manager that is new to the paper distribution business could benefit enormously by using the guide as his "bible." Any president or owner setting up a new distributorship could also use it to get off on the right foot. Anyone recently promoted to a position of broader responsibility or is new to the industry and must consider the effects of cash flow, receivables and inventory management, and who is concerned with profit improvement techniques could use the guide. In summary then, the new *Paper Merchant's Guide to Profitable Management* would be of direct benefit to the following personnel:

- Presidents
- Controllers
- Treasurers
- VP Finance
- Branch Managers
- VP Operations
- General Managers
- Division Managers

What Topics are Covered?

Following is a partial list of topics covered in the guide:

- The need for cost controls
- Performance measurement: ROI, ROTA, Asset Management
- Organization and planning
- Merchant sectors and sales classifications
- The accounting system: recommended chart of accounts, balance sheet, P & L analysis, operating accounts
- How to reclassify expenses from your current system
- The management information system: Why computerize? costs, upgrading, using service bureaus, using PCs, strategic planning applications, software and hardware selection criteria checklist, customer and product line profitability analyses, bar coding, electronic data interchange, electronic mail, remote order entry
- Cost analysis and expense factors
- Profit improvement: 32 key financial measures in seven major areas that tell you how hard your money is working and how effectively the firm is operating
- Illustrations of: Typical organization chart, computer order entry system, composite balance sheets, operating statements, the ROTA formula, industry versus company sales analysis, etc.

A more detailed brochure (and order form) on the *Paper Merchant's Guide to Profitable Management* may be obtained by writing or calling NPTA, 111 Great Neck Road, Great Neck, NY 11021. Or, call the Research Department at: 516–829–3070. The book may be ordered by members at $49 and $75 for suppliers. There is a $4.00 shipping and handling charge.

Suppliers' Trade Relations with Distributors Under Fire in Court

Suppliers' refusal to deal with wholesaler-distributor under certain circumstances upheld by Court of Appeals

After a review of conflicting legal authorities, the U.S. Court of Appeals for the 10th Circuit concluded in a recent decision that, based on the particular facts in the case, a supplier who acts at the behest of one of its wholesaler-distributors and refuses to do business with one of the wholesaler-distributor's rivals did not violate section 1 of the Sherman Act. (Westman Commission Co. v. Hobart International, Inc.)

According to a report by The National Association Wholesaler-Distributors, this decision demonstrates there is no clear-cut rule on the legality of a supplier's decision to terminate a wholesaler-distributor or to refuse to do business where the decision may not be unilateral. Each situation must be evaluated in light of all the facts and circumstances as well as the reasons that the action is taken.

Westman had distributed Hobart products for fourteen months under an informal arrangement. However, Hobart later refused to grant a formal distributorship agreement to Westman and ultimately informed Westman in 1976 that it would no longer sell to them on a casual basis. Hobart had eight wholesaler-distributors in the highly competitive Denver-area market including Nobel, a firm which accounted for one-half of Hobart's sales in the area. Nobel also sold many other lines of equipment in addition to the Hobart line.

There was evidence that Nobel, fearing competition from Westman, urged Hobart to deny Westman's distributorship and avoid jeopardizing their existing business relationship. The court found that Hobart, responding to this, denied Westman a distributorship.

Thereafter, Westman brought an antitrust action claiming that Hobart and Nobel had conspired to prevent competition in the Denver-area market. There were no allegations of additional conspirators, or that the alleged conspiracy had other unlawful purposes such as to fix or stabilize prices or impose a tying arrangement.

The 10th Circuit Court of Appeals reversed the trial court's finding that Hobart's refusal to deal in this case was a per se, or automatic, violation of the Sherman Act due to the absence of the slightest hint of price fixing or price maintenance motives. The court did acknowledge, however, the great uncertainty that exists in this area of the law when it noted that "other circuit courts have rejected this view, holding that a manufacturer who refuses to deal with a wholesaler-distributor commits a per se antitrust violation if the refusal is made at the behest of a competing wholesaler-distributor" and price considerations are present. A substantial degree of risk of antitrust violation exists where the supplier's termination of or refusal to deal with a wholesaler-distributor at the behest of a rival is accompanied by allegations of unlawful motives such as price fixing, price stabilization or tying arrangements.

The Court also found that Hobart's conduct in this case did not constitute an unreasonable restraint of trade. A number of reasons were cited by the Court as to why a supplier should be given latitude in selecting its wholesaler-distributors and establishing an efficient system of distribution.

Conclusion

The general rule that, absent any unlawful conduct, a party may deal with those which it elects to deal with applies, states NAW. The facts and circumstances surrounding a refusal to deal must be carefully scrutinized to determine if in fact there is an absence of any unlawful elements. In the Westman case, no unlawful conduct was determined to exist and this court did not apply the rule of law that where price considerations are present, a termination of one distributor at the behest of another is illegal in and of itself, thus producing the necessary unlawful conduct. Faced with a similar set of facts, another court in another jurisdiction could come up with a contrary position.

Mixed Signals from November Election

Campaign '86 drew to a dramatic close, with a confusing barrage of signals reports the National Association of Wholesaler Distributors (NAW). While the Democrats took the Senate, Republicans had a net gain of eight governorships. NAW does not see an overriding national theme emerging.

The Association's Wholesaler Distributor Political Action Committee (WDPAC) had a strong showing, with 60% of the candidates they backed winning seats in the Senate. Their objective of retaining Republican control there was not realized.

Their second goal—retention of the broadest possible pro-business base in the House—was secured rather easily, NAW officials report. Of the 128 candidates supported, 85% won election.

NPTA Welcomes New Members

Joining the National Paper Trade Association during the 1986 calendar year were 38 companies. All directors, staff and paper distribution companies welcome them to the ranks of membership.

AAA Supplies Inc.
Brooklyn, NY
Aaron Weiss, president

ABC Shipping Co.
Cicero, IL
Jordan Nerenberg, president

Acorn Paper Co., Inc.
Philadelphia, PA
Irving Kornberg, president

Acorn Paper Service Inc.
Houston, TX
Ronald T. Cauvillon, president

American Paper and Plastics Co.
Cincinnati, OH
Thomas M. Kuhlman, president

Arrow Paper Co.
Jackson, MS
Jacky Burney, president

Atkins Paper, Inc.
Orlando, FL
Charles A. Atkins, Jr., president

Bowling Green Paper Co.
Bowling Green, KY
Charles A. Hardcastle, president

Commonwealth Packaging Co.
Harrisburg, PA
Jay Maisel, president

Conejo Container and Shipping Room Supplies
Agoura Hills, CA
Frank L. Weiner, president

Emsco Industries, Inc.
Sioux Falls, SD
Walt S. Marzinke

Fishman Supply Co., Inc.
Petaluma, CA
Rose Fishman, president

Global Paper Co.
Hackensack, NJ
Bernard Struhl, president

Globe Bag Company, Inc.
South Boston, MA
E. Goldberg, president

Gretco Corporation
Lima, OH
Richard Toth, president

Hill and Markes Inc.
Amsterdam, NY
Harriet Finkle, president

Huntsville Paper Co.
Huntsville, AL
Larry McGinn, president

Ingram Paper Co.
Commerce, CA
Donald C. Ingram, president

Iowa Retail Packaging Corp.
West Des Moines, IA
Peter Dickinson

Lapinson Supply Co.
Philadelphia, PA
Don Lapinson, president

LaSalle Paper Co.
Los Angeles, CA
Robert D. Cole, president

Mandler Paper Co., Inc.
Brooklyn, NY
Stewart A. Mandler, president

National Independent Sanitary Supply Companies, Inc.
Cincinnati, OH
Thomas B. Haines, president

Netcan Paper Distributing Co., Inc.
St. Laurent, Quebec, Canada
Alican Mortan, general manager

Oken Distributing Co., Inc.
Rochester, NY
Howard L. Schwartz, president

Plastic Bag Corp.
Bellwood, IL
Robert G. Jones, president

Printing Papers Inc.
Little Rock, AR
Bing A. Priest, president

Quality Paper, Inc.
N. Billerica, MA
John Cappadona, CEO and president

Saafeld Paper Co.
Cincinnati, OH
Clem Saafeld, president

Silfen-Berman Paper Co. Inc.
Hicksville, NY
Norman D. Silfen, president

Sloan Paper Co.
Atlanta, GA
Coley Evans, Jr., president

Southern Paper Co.
Roanoke, VA
Bobby G. Hughes, president

Strauss Paper Co.
Portchester, NY
Ruth F. Strauss, president

Stan-Mar Packaging
St. Laurent, Quebec, Canada
Nek Tyansky, president

TEC Products Co., Inc.
Port Reading, NJ
David Holtzman, president

Thompson Merchandising and Supply
Seattle, WA
Dick Thompson

Tonkin Paper Inc.
Fitchberg, MA
Maurice Tonkin, president

U.S. Packaging
High Fort, NC
Mark C. Speckman, president

Industrial Paper Price Trends by Commodity

In the March 1986 issue of *MN*, Bureau of Labor Statistics price indices for various types of industrial and personal service paper were published. Price indexes were included up to November 1985. More current information is now available, and is presented in the table below, through August of 1986. Annual averages for 1984 and 1985 are also included. To calculate a year-to-year or month-to-month change in producer prices, simply divide the most recent index by the earlier one.

Industrial & Personal Service Paper Producer Price Index Trends By Select Commodity Grades

(Index Base 1967 = 100 Unless Otherwise Noted)

	End of Year:		End of Month: 1986		
	1984	1985	June	July	August
Type of Paper					
Total Industrial Paper (Converted Paper & Paperboard Products)	289.3	288.0	287.8	288.2	290.3
—Sanitary Tissue Health Products[1]	104.7	105.5	106.4	106.3	106.4
—Grocers' & Variety Bags (Paper)[2]	134.1	133.8	149.8	149.8	153.1
—Specialty Bags & Liners[2]	99.0	99.4	98.5	97.3	98.9
—Gummed Sealing Tape	277.8	277.4	279.1	277.5	277.2
—Envelopes[3]	—	99.6	101.1	101.3	101.0
—Rolls For Adding Machines & Other Business Machines	307.4	280.7	279.9	279.9	279.9
—Pressure Sensitive Products[4]	106.6	107.1	107.5	107.5	107.6

(1) 6/83 = 100 (2) 12/83 = 100 (3) 12/84 = 100 (4) 12/82 = 100

SOURCE: U.S. Dept. of Labor, Bureau of Labor Statistics, Producer Price Indexes.

a specialty in distribution—a first. The PAPER Foundation's Endowed Chair in Paper Wholesaling is the first piece of that concept. The idea of creating a discipline or Institute of Distribution Studies will benefit everyone.

Jay Church, chairman of the PAPER Foundation, recently said: "We are at the University of North Florida for a number of reasons. Their administration and faculty are committed to a successful Endowed Chair program. Within a few years, they will be a leading university in the teaching and understanding of distribution. You're going to hear from this university and it starts with us."

UNF offers nine different types of Bachelor degrees and 10 graduate degree programs. The faculty of 200 has a high precentage of PhDs among its ranks.

Located on over 1,000 acres of timberland on the outskirts of Jacksonville, UNF is a beautiful setting for the unique PAPER Foundation endowment. Jacksonville, called "The Bold New City of the South," is a major center for manufacturing, insurance, transportation and finance. In fact, Florida itself is considered the Growth Capital of America.

Support Needed

Although the pledge drive for the Endowed Chair Program is over, approximately $50,000 remains to be raised. The fulfillment of pledges has been slow, reports the Foundation, and they are having difficulty meeting their commitments. In order to finish up this work, the Foundation is asking members of NPTA to use the pledge cards enclosed in this issue of *MN* to complete the endowment. All contributions, the Foundation states, will be gratefully accepted.

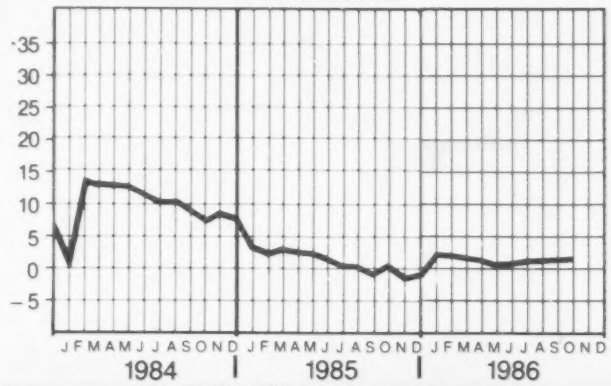
Summary National Trend Information: 1984 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

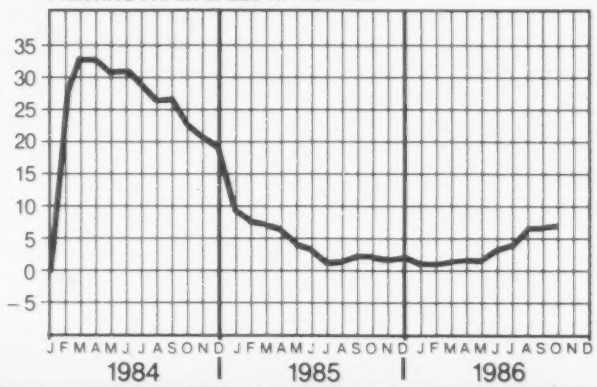
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



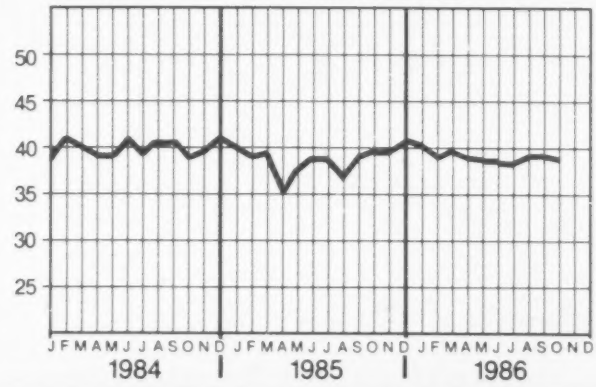
PRINTING PAPER SALES NATIONALLY



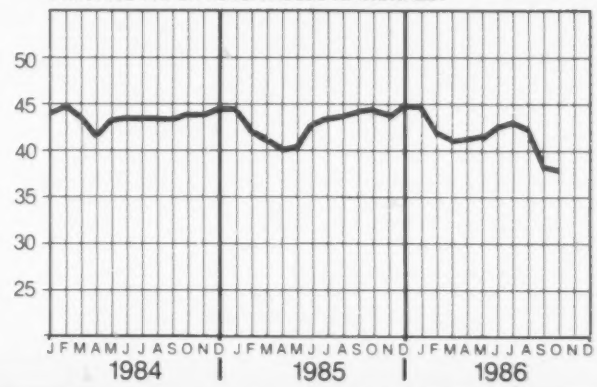
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



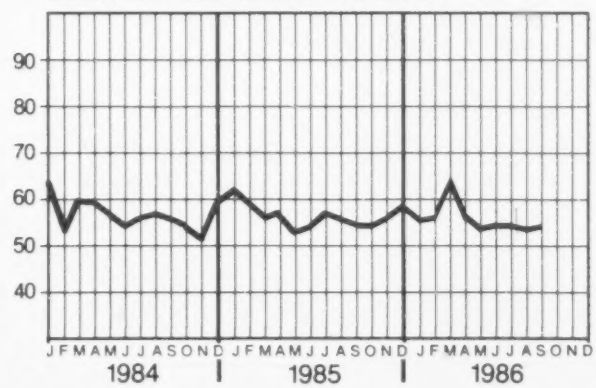
PRINTING PAPER RECEIVABLES NATIONALLY



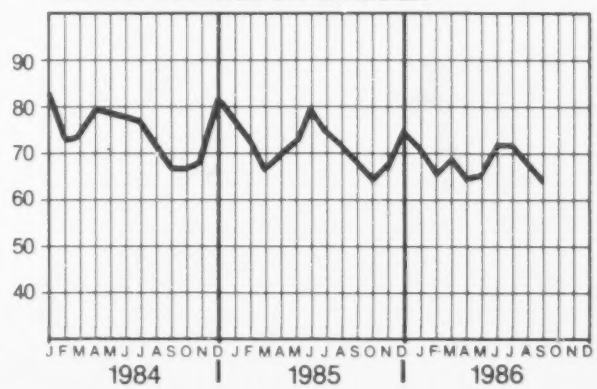
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

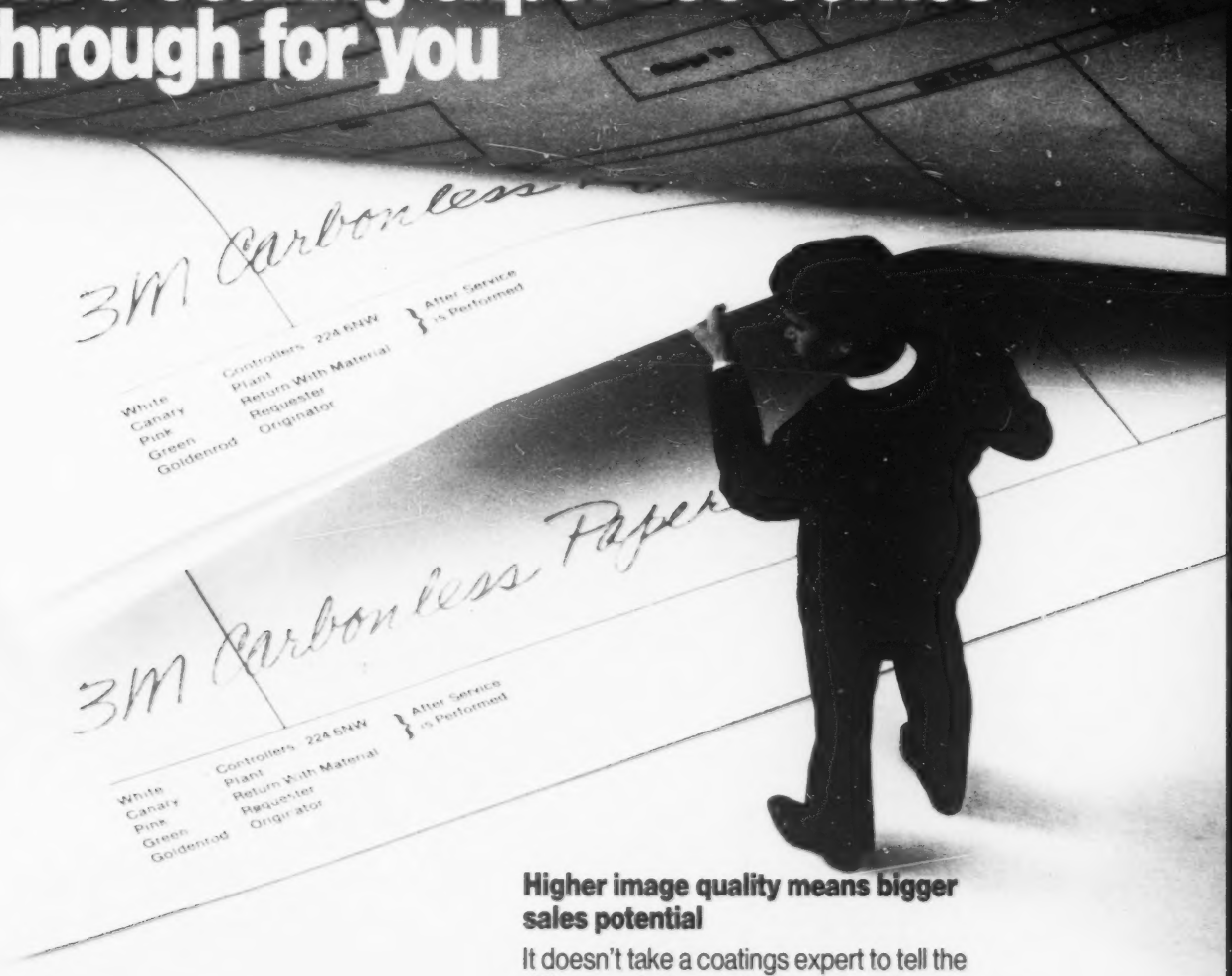
INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



3M's coating expertise comes through for you



Higher image quality means bigger sales potential

It doesn't take a coatings expert to tell the difference between the image quality of carbonless papers. But it does take one to *make* the difference.

3M expertise has set the standards in adhesive tape products, in sandpapers, in videotapes, in a variety of products that require years of experience in coating technologies. This is why our carbonless papers provide consistently higher image sharpness for your printer's customers... and consistently strong repeat sales for you.

3M Carbonless Papers. A line that bears repeating. 3M Carbonless Products, Building 223-2S-05, 3M Center, St. Paul, MN 55144-1000. Telephone (612) 736-0456.

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3M

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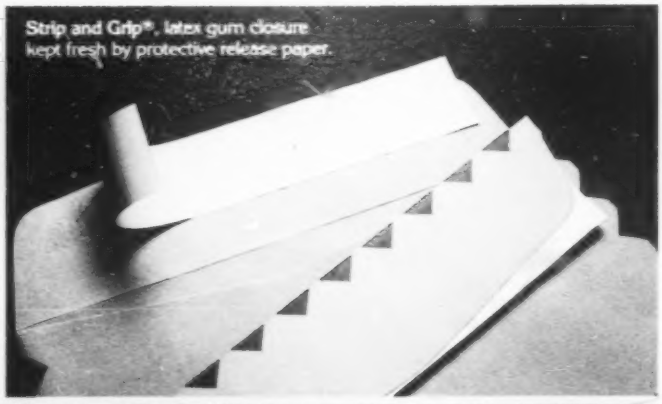

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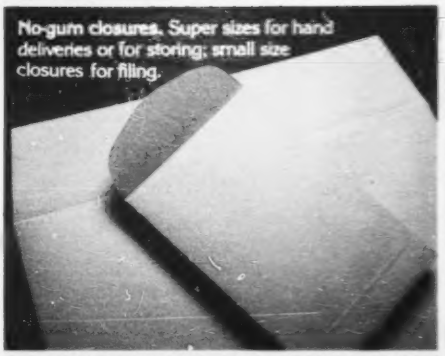

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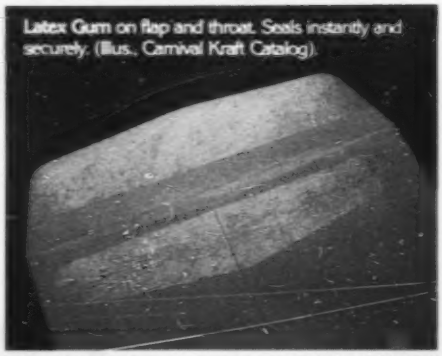
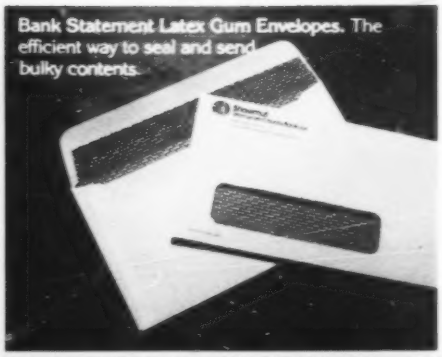


Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog).



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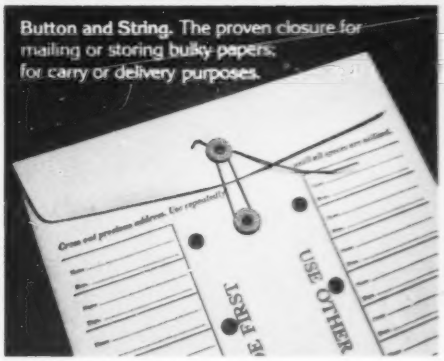
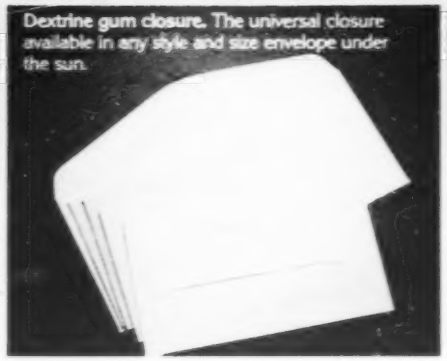


Button and String. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.



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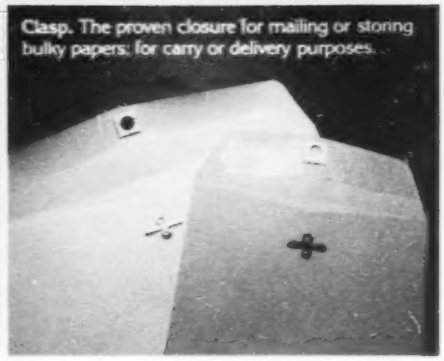

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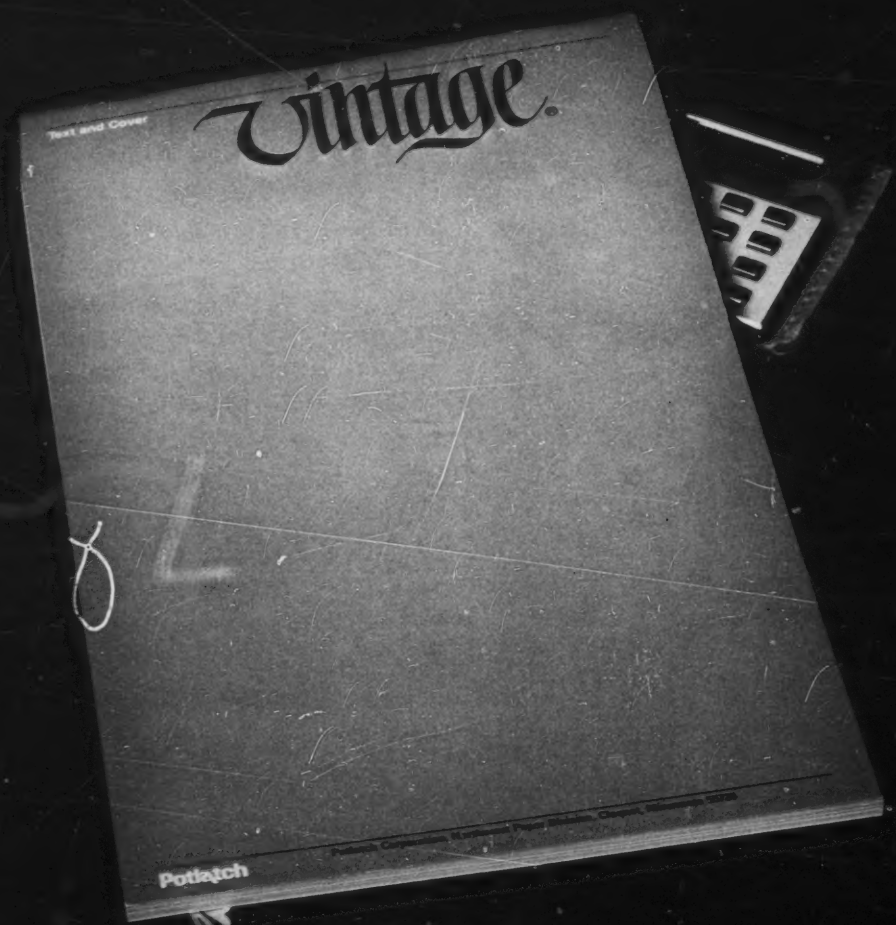

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Cover Photo: Vera Elyjiw

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Letters, A Large Step Forward For MN

The introduction of a members' response column to the NPTA monthly magazine is quite a large leap forward for all parties. The NPTA organization as well as individual members.

Reducing the gap between quantum numbers that are gathered by ceaseless surveys and which lead to huge impersonal generalizations and the individual views of a specific entity whose needs are made unique by a plethora of circumstances is a most positive gesture.

The NPTA will learn more about the specific problems of its members. Spontaneous positions can open up new areas of inquiry which will be beneficial to all. This can aid in the analysis of existing programs and a supplementary review of their merits.

The larger, multi-unit members can gain by reading the views of other members and thus maintain some touch with individualistic points of view.

An independent member can voice positions as well as review the thoughts of others like himself among the participants of the column. This must add materially to the success of the venture.

In short, any vehicle that adds a spontaneous contribution to thoughts and thus, ideas, is a very large step forward toward general enlightenment.

I congratulate you on your effort.

Elwyn Lieberman, President
Allan & Gray Corporation
New York, NY

Education Never Ends

The work you are doing here and elsewhere in educating paper people in the ways of the printing world needs all the support and approval it can get. I have worked with each group that has been here taking the joint NPTA/RIT sponsored course called "Printech Week" and their enthusiasm and dedication are a joy to see.

There is more, too, that needs to be done to continue the educating of paper distributors in the fast moving world of graphic arts. We find a revolution in color printing—much more volume and higher demands for quality in four color (and five and six color) work. The need to understand color and multicolor printing is very important, and should become a part of the working vocabulary of fine paper salespersons. With fast, multicolor presses both web and sheetfed commonplace, there is a big need for expert, fast and responsive trouble shooting to keep production rolling in the face of high costs. In the pre-press arena, electronic image manipulation and scanning have made tremendous strides, and should be understood by your people.

Keep on doing what you are doing in the training and instruction of your fine paper people. We will run out of time before we run out of the need for continuing training and education in the graphic arts!

William S. Eisner
Director, Research & Development
Rochester Institute of Techhnology
Rochester, NY

Applause for MN

My sincere congratulations on the outstanding job you have done over the last couple of years in developing the NPTA *Management News* magazine. I am particularly pleased now that we are able to offer this to our sales people, also.

If our industry is to continue to grow, it is necessary that we educate all of our employees on the issues and opportunities. Your magazine goes a long way in helping management inform our sales people of the issues.

My best wishes for continued success with the magazine.

George T. Jewett, President
Mead Merchants, Central Area
Cincinnati, OH

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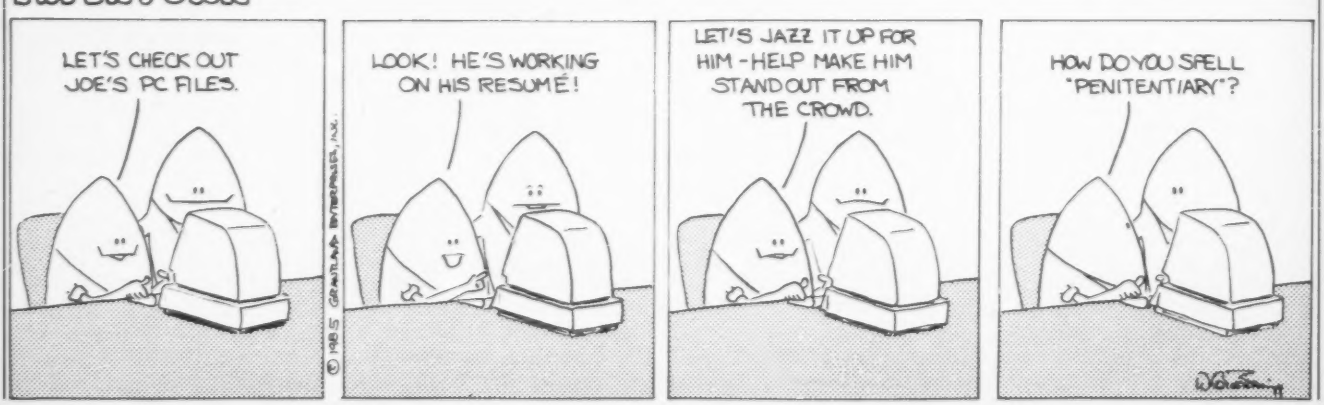

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Union Camp

Alling and Cory Names New President

The following management changes were announced by Alling and Cory, effective as of last November. Samuel T. Hubbard, Jr., was elected president, CEO and a member of the board of directors. He was also named to the executive committee. Mr. Hubbard joined Alling and Cory in 1985 as assistant vice president and was formerly a vice president of Chase Lincoln First Bank, NA.

J.L. Nevill Smythe was elected vice chairman of the board and reappointed to the executive committee. After 38 years with the company and with his own J.L.N. Smythe Company, he will retire in June of 1987 though he will remain a member of the board.

Philip W. Seefried, general manager of the company's New York division, was elected senior vice president and appointed to the executive committee. John P. Maddock was elected senior vice president of marketing-printing papers, and he will retain his responsibilities as general manager of the Philadelphia division. Paul Carney was elected senior vice president of marketing-industrial products and packaging, and Robert G. Preston, general manager of the Harrisburg/Baltimore division, was elected vice president.

Samuel T. Hubbard, Jr.

Richard M. Harris, Jr., continuing as chairman of the board and of the executive committee, will now devote full time to long range planning, mergers and acquisitions, shareowner relations, personnel development and similar programs.

G-P's CEO is Called the Best in the Industry

For the third consecutive year, T. Marshall Hahn Jr., chairman and CEO of the Georgia-Pacific Corp., was named the best chief executive in the paper industry by *The Wall Street Transcript*. Mr. Hahn, who joined G-P in 1975, was cited for his efforts to reduce the company's dependence upon the cyclical building products industry, to increase the company's value-added product line, and to make strategic decisions that are "particularly conscious of shareholder values."

The *Transcript* based its selection on interviews with industry executives, leading financial analysts, trade journalists and others who rate the extent to which the CEO has enhanced "the overall value of the enterprise for the benefit of the stockholders."

Zellerbach Realigns Management, Elects Sawka President

Zellerbach Paper Company, which was recently acquired by Mead Corporation, has announced that John Sawka has been elected company president. Mr. Sawka will be responsible for 25 Western operations, located in 11 Western states, which account for sales of approximately $650 million.

Phil Ferris has been appointed vice president, administration, with responsibility for financial, human resources and data processing areas. Dale Simonsen has been named executive vice president, marketing, for both the Printing and Industrial businesses.

Distribution operations have been

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	9
2	Fine Paper Catalog. *Grade Finders.* $55.	1
3	Paper Merchant's Guide to Personnel Selection and Evaluation. *NPTA.* $85.	5
4	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	—
5	Improving Profits Through Better Marketing: The Marketing Productivity Audit. *Healy.* $35.	2
6	Measuring Customer and Product Line Profitability. *Mullins.* $35.	4
7	The Practical Handbook of Warehousing. *Ackerman.* $40.	6
8	Win-Win Telemarketing Program. *S. Michael Zibrun.* $135.	—
9	Printing Paper Sales Compensation. *NPTA.* $40.	7
10	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	8

All publications are available from NPTA

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divided into four geographic areas, each of which is to be supervised by an area president. Alan S. Gralnick has been named president of the Northwest Area, headquartered in Seattle; Richard W. Lenertz has been named president of the Intermountain Area, located in Denver; Arthur D. Mattox will be president of the Southern Area, with headquarters in Los Angeles; and David L. Rhodes will be president of the Western Area with offices in San Francisco.

"This is a market-driven, strongly competitive business and the current restructuring will permit us to streamline operations and still maintain a high level of service," Sawka said. He noted that "the Zellerbach name will remain strong in the West, and we're excited about the opportunities before us."

New Magazine Aimed at Graphic Arts Recruiting

Recognizing the need to encourage young students to consider careers in the graphic communications industry, a new magazine called *Image World* will be published by the Rochester Institute of Technology's College of Graphic Arts and Photography.

According to Mark DuPre, the editor, *Image World* will be a four-color, eight page, 11x17 magazine with "eye-popping graphics and solid editorials that's directed squarely at high school juniors, seniors and community college students facing their first career choice. It demonstrates how new technology is transforming graphic communications and informs students of educational requirements and opportunities."

Funding for *Image World* comes from the Graphic Arts Education and Research Foundation, which was established several years ago by the Graphic Arts Show Company to provide funding for worthy industry-educational projects. The GASC was formed by the National Printing Equipment and Supply Association, the National Association of Printers and Lithographers and Printing Industries of America to manage the GraphExpo and Print shows. Funding for the Foundation comes from the profits of the shows. If you would like to receive a sample copy of *Image World*, write to Mark DuPre, T&E Center/RIT, 1 Lomb Memorial Drive, Rochester, NY 14623.

Award Named for "Sox" Calder by Union Camp

Alexander Calder, Jr., former chairman and CEO of Union Camp Corporation, has been honored in two ways: an annual award carrying his name has been established by his company, and on December 5, 1986, he received from the U.S. Department of the Interior and The Nature Conservancy, their highest tributes to an individual for public service in the interests of conservation.

Alexander Calder, Jr.

The Alexander Calder Conservation Award will carry an unrestricted grant of $5,000 to each recipient. Nomination criteria and the selection of a panel of judges is yet to come.

The Secretary of the Interior's Award was given for "his actions over the years at Union Camp" that "not only helped save many ecosystems but showed industry what a crucial role it can play in preserving biological diversity."

To date, Union Camp has made eleven major land donations totaling 78,000 acres valued at $23 million to various agencies and organizations.

FEBRUARY

13. *Managing Customer and Product Line Profitability—A Key to Survival in the '80s, Minneapolis, MN; Innisbrook Resort, Tarpon Springs, FL. Contact NPTA.*

MARCH

5. *Boston Paper Trade Association's Annual Meeting. Contact Albin Johnson, Jr.; 617-748-2272.*

19–21. *Young Executive Forum Presents Third Annual Mid-Year Executive Conference. The Grenelefe Resort, Grenelefe, FL. Contact NPTA.*

APRIL

26–May 1 *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

SPMA Publishes New Directory of Members

The Southwestern Paper Merchants Association (SPMA) and the Paper Suppliers Association of the Southwest (PSAS) issued their 1986–87 directory, listing, as it has for the past 23 years, members' names and addresses as well as the products/services offered.

In a related announcement, the management firm of Banks Miller and Associates will represent both the Southern Paper Trade Association and the Southerners (paper suppliers).

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The New York Paper Merchants Association aboard the cruise ship T.S.S. Festivale for their recent seminar on the high seas. They visited St. Martin, Barbados, Martinique, St. Thomas and San Juan. Another cruising seminar is planned for November of 1987 and all NPTA members are invited.

Mead Enters Merger Agreement With Ampad

Mead Corporation is to acquire Ampad Corporation, a manufacturer of paper-based supplies. The Ampad board of directors unanimously authorized the all-cash sale. Based in Holyoke, MA, Ampad markets its products through more than 6,000 stationers and college book stores, with sales totaling $130 million for the year ending August 30, 1986.

"We want to continue to grow in the school and office supplies business," said Mead's board chairman Burnell R. Roberts. "We recognize Ampad as a sound, successful company that will complement our Mead Products operations very well."

Schlosser Donates His Historical Paper Collection to Library

Leonard B. Schlosser, chairman of Lindenmeyr Paper Corporation, has donated his extensive collection of items related to the history of papermaking to the New York Public Library. The announcement of the gift was made by Library president Vartan Gregorian at the Library's annual Literary Lions dinner on November 11, 1986.

The collection, which contains over 3,000 rare volumes, drawings and other items, dating from 770 A.D. to the present, will be open for use by researchers and scholars after it is formally cataloged and housed in the Print Room at the Central Research Library, Fifth Avenue and 42nd Street.

Some of the collection's highlights include ancient specimens of Japanese paper from the 8th Century; the first book of trades, Frankfurt, 1568, with illustrations of papermaking by Jost Amman; early engineering works, including one by Vittorio Zonca, Padua, 1607, showing a stamping mill for the preparation of paper pulp; and the first great technical work on papermaking, *Art de faire le papier*, Paris, 1761. One of a number of books unique in America is Thomas Churchyard's *A Sparke of Friendship*, 1588, the earliest description of English papermaking, printed on paper watermarked with the royal arms of Elizabeth I.

Mr. Schlosser noted that his "childhood memories are filled with vignettes of a father, consumed by his business as a paper merchant, looking for watermarks in the day's correspondance at the breakfast table before reading the letters' contents, or closely inspecting restaurant menus for quality of paper and printing before ordering food. I, too, found myself immersed in this world, and, happily, was able to combine the interests of business, avocation, technical training and esthetics to develop this rather unusual collection of papermaking."

Though Mr. Schlosser found it difficult to part with his collection, he said that he was "comforted" that he had "found the right home for it at the New York Public Library."

Star Forms to be Acquired by Bowater, Inc.

Star Forms, a privately held company will be purchased by Bowater, Inc. of Darien, CT, the company reported. The $60 million transaction will place Star Forms as a wholly-owned subsidiary of Bowater, but will operate as a separate company.

"The additional financial strength and purchasing efficiencies we gain from this merger," said Star president and CEO Hunt Harris, "will help assure the long term success of our company, our employees and our distributor customers."

Star Forms employs 360 people and had 1986 sales of $115 million.

Impact of Off-Shore Printing Paper Imports to be Studied by WWA

A second major study to assess the implications to the U.S. and Canadian paper industries resulting from the continuing penetration by off-shore printing paper imports will be undertaken by Walker Wiener Associates (WWA) of Briarcliff Manor, NY. Joining in the study will be Jaakko Poyry Oy of Helsinki, Finland, a leading forest products engineering and consulting firm, and Walker Watson Associates, an international marketing research firm in Guildford, England.

During 1986, WWA had done an initial study of the situation which was reported on in the Sept. 22, 1986 issue of *Forbes* magazine. During the first nine months

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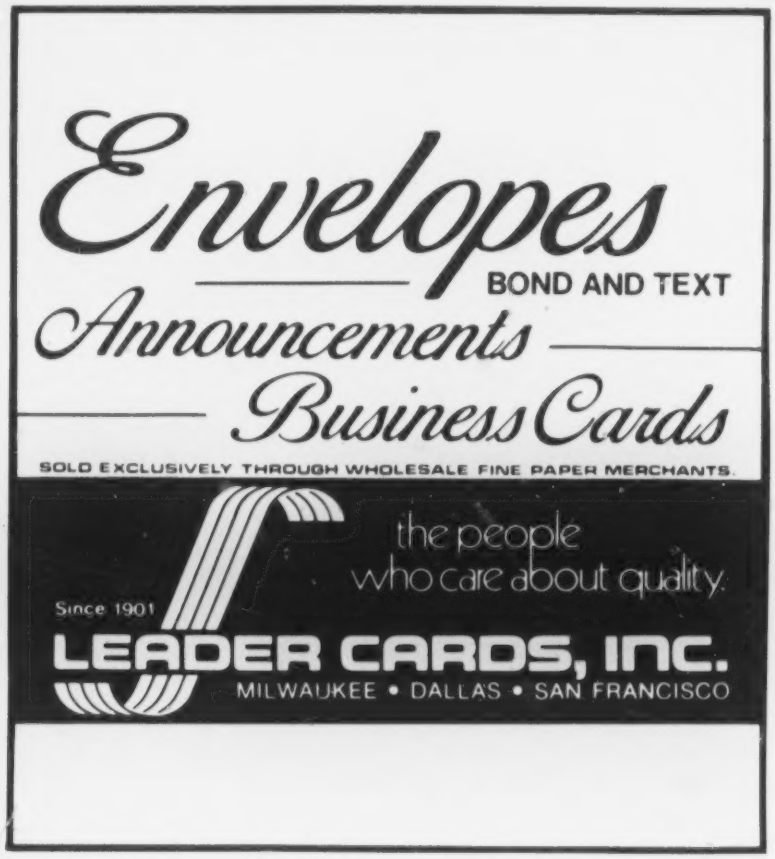

of 1986, off-shore imports of newsprint, printing and writing papers were running at almost the same levels as in 1985, but it is expected that by year's end, imports will be up 2.1% over 1985's total.

The new study will assess the U.S. import outlook for each of the six major printing and writing grades—newsprint, uncoated groundwood, supercalendered printing papers, coated groundwood and free sheet, and uncoated free sheet. A world (and U.S.) supply/demand analysis through 1991, identification of new world capacity coming on stream, profiles of the leading world exporters to the U.S. and market trend profiles of each major end-use market will be included in the study.

A study completion date is planned for the first week of June, 1987. All study sponsors will be invited to a free one-day seminar in the New York City area. (The first study was sponsored by over 30 companies throughout the world). A copy of the full study prospectus can be obtained by writing Mr. Norman Wiener, vice president, Walker Wiener Associates, 190 North State Road, Briarcliff Manor, NY 10510.

Butler Paper Breaks Ground for New Facility

Butler Paper Company, a part of Great Northern Nekoosa Corporation, recently broke ground for a new warehouse and office facility in Glen Burnie, near Baltimore. The $1.2 million, 32,000 square foot building will incorporate the latest in lighting, heating and materials handling systems. The new facility, which replaces an older leased building, will occupy a 3.6 acre site in the Baymeadow Industrial Park, which was chosen with an eye toward future expansion.

Housing the Homeless

A novel building material from an unexpected source is being considered as a solution to house the homeless—cardboard! Stone Container of Chicago is working with the relief organization World Shelters to distribute inexpensive yet solid corrugated cardboard structures to act as houses, schools, hospitals and base camps worldwide.

Treated with a water-resistant, flame-retardant material, a Stone Relief House is said to be good for three to five years, while a tent may last for only 90 days. The units are collapsible and may also be linked in modular form to create larger structures.

Simpson Buys Champion Mill in Pasadena, TX

It was less than two years ago that Simpson Paper Company purchased Champion's Tacoma, WA kraft mill. Now, the two companies have come to an agreement where Champion's Pasadena, TX mill will be purchased by Simpson. The mill produces 760 tons per day of coated and uncoated free-sheet papers for printing and converting and employs 985 people.

Commenting on the sales was Champion's chairman and CEO Andrew C. Sigler who said that while it is always hard to sell a long time part of the company "Simpson's interest in the Pasadena mill speaks well for the future of that facility."

The agreement calls for Champion to continue to supply wood to the mill and to market some of the paper produced there. None of Champion's one million acres of timberland in Texas will be sold, the company reported. The deal is subject to the approval of Simpson's board.

Scott's Packaging Merges into Scott Worldwide

A new group, Scott Worldwide, combines the Scott Paper Co.'s U.S.-based packaged products division, its international subsidiary and its Scott nonwovens division. The company will operate

We won't let tomorrow take you by surprise.

The #15 paper machine building at the Riverdale, Alabama, plant.

Keeping our Merchants in Hammermill papers is what keeps us in business. So to keep up with their needs, we've invested nearly a half-billion dollars in new and updated equipment.

ADDING A NEW MACHINE ADDS 185,000 TONS OF CAPACITY.

The new 315" paper machine at our Riverdale, Alabama, plant is coming on line this fall—months ahead of schedule. And when it does, there'll be 30% more of Hammermill's fine business and printing papers to go around. Much of this capacity increase will go to meet our customers' total offset requirement, including economy offset. Riverdale will be shipping to *all* of our Merchants; which means faster service to the Sunbelt and our northern customers, too. Plus freed-up production time for additional tonnage from our northern machines.

NEW MACHINES AT ERIE INCREASE PRODUCTIVITY, QUALITY.

At our commercial printing paper plant in Erie, we've replaced two older paper machines with state-of-the-art computer-controlled units that help Hammermill make more paper to tighter standards and still hold the line on costs. A unique new in-line embossing/sheeting and packaging machine has substantially increased our embossing capacity.

Some $20 million of the latest wood-handling equipment provides improved chip—and thus pulp and paper—quality. And we've spent $35 million to update and automate our roll handling and wrapping equipment and to add new precision folio-size sheeters.

LOCK HAVEN LOCKS IN EXTRA COPIER PAPER CAPACITY.

Rebuilds of two paper machines at our Lock Haven plant have made copier paper production hum.

And the addition of a third Will sheeter (it holds the world's production record for cut-size sheets) has increased Lock Haven's finishing capacity significantly.

HAL: MADE TO ORDER FOR FASTER SERVICE.

HAL stands for Hammermill Access Link, a computerized telecommunications system that gives Merchants instant access to our mill inventory.

Placing and tracing orders is now quicker, easier and practically mistake-proof. Invoice printing is faster.

And that's only the beginning. HAL is benefiting our customers and company, and we're already developing new ways to use it.

Hammermill recognizes how the changing needs of the marketplace affect our distributors.

So it should come as no surprise that we're committed to doing all we can to help keep their future bright.

In fact, we've already done it.

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through four geographic units in North America, Europe, Latin America and the Pacific.

"The reorganization will allow Scott to unleash the full potential" of its worldwide businesses, said company chairman and CEO Philip E. Lippincott.

News Briefs

THE NATIONAL COMPOSITION ASSOCIATION announced its 16th annual Typographic Excellence Awards competition. Entries may be produced on photocomposition or laser typesetters, desktop publishing systems or other electronic printing equipment, or by hot metal. Pieces must have been created after January 1, 1986, and be submitted by February 15, 1987, for an early bird discount, or by March 4, 1987. The judges are established typographers and designers. Contact the Association at 1730 North Lynn Street, Arlington, VA 22209; 703–841-8165, for entry forms and fees.

THE GRAPHIC ARTS TECHNICAL FOUNDATION (GATF) has a new director, Ralph E. Kennickell, who is head of the U.S. Government Printing Office. "I am deeply honored," said Mr. Kennickell. "The graphic arts industry in this country and the U.S. Government Printing Office share a long tradition of working closely together. I look forward to fulfilling my tenure and to supporting the important and interesting efforts of the GATF."

CORPORATE RECRUITERS, INC., which specializes in personnel for the sales and marketing areas of the paper and packaging industry, has a new address: 890 Elm Grove Road, Suite 212, Elm Grove, WI 53122; 414–785–1920.

ST. RAYMOND PAPER COMPANY, INC., invested over $4 million in capital improvements, with more planned for 1987. Upgrades to the fourdriniers, press sections, and dryer sections were designed to improve formation and provide for a better moisture profile. Additional changes were made at the company's two pulp mills to improve the quality and uniformity of the groundwood. And finally, a quality assurance program was implemented to ensure that all customer specifications are met.

DRUTH PACKAGING CORP.'s manufacturing facilities and offices are now located at 120 Nassau Terminal Road, New Hyde Park, NY 11040; 516–358–7500.

LOUISIANA-PACIFIC CORP., a firm with 120 plants and mills in 23 states, completed its purchase of Timber Realization Company's California properties for $95 million. Included are about 98,000 acres of redwood and Douglas fir timberland and a sawmill near Ukiah, CA.

PAPER CORPORATION OF AMERICA, parent company of Saxon Paper-Florida, after recently acquiring Unijax Inc., has decided to merge the Unijax/Miami Printing Paper and Graphic Arts Supply departments into Saxon. The merger became effective November 1, 1986. Burt Kushel, V.P./sales manager of Saxon will continue to head the company's sales force and Catherine Brown of Unijax will become manager of the graphic arts department.

NEENAH PAPER, a division of Kimberly Clark Corporation, named Weidert Grapentin Advertising, Inc., of Appleton, WI, its public relations firm. The agency will assist the company with public relations activities and be responsible for the distribution of publicity information to all Neenah Paper merchants as well as applicable industry, trade and community publications.

NPTA vice president for communications William H. Frohlich authored a report on paper distribution that appeared in the November, 1986 edition of the *Printing Journal* titled *Paper Merchants Respond to Changing Printer Needs.* Free reprints may be obtained by writing to the NPTA Communications Department at 111 Great Neck Road, Great Neck, NY 11021.

BAKCO DATA, INC. has announced a newly enhanced version of its Warehouse Management System which is designed to increase space utilization, reduce picking time and help decrease the overall corporate inventory investment.

The system automatically determines the most effective location to store particular items, based on size and weight considerations as well as frequency of use. It then issues specific picking instructions to help maximize efficiency in filling orders, thus, it is claimed, reducing the number of warehouse people needed to accomplish the same amount of work. Bakco also claims that their system controls inventory more accurately than manual or other automated systems, resulting in the need for less inventory while maintaining the same customer service levels.

Bakco says that the Warehouse Management System runs on Hewlett-Packard 3000 Series minicomputers, requires no prior computer expertise, comes fully customized and with full training and implementation support.

If you are interested in more information, Bakco Data, Inc. is located at 1417 Lake Cook Road, Deerfield, IL 60015, telephone (312)940-8330.

People in the News

Dennis A. Corrado is the new executive vice president and general manager of Gummed Papers of America, and former sales representative **M. Andrew Madden** is the new regional manager of Gummed Papers West.

Nelson S. Mead is retiring as senior vice president, international, of Mead. Mr. Mead, who will continue to serve as a director on the board, was responsible for the establishment of the Mead Aviation department and for the development of overseas markets for the company.

The board of directors has made several personnel assignments following the retirement announcement. **John W. Herbert** is now senior vice president of the Consumer, Distribution and Specialty divisions. **James Van Vleck** was elected senior vice president, international, and **John E. Franz** succeeds him as president of Mead Distribution, a coast-to-coast network for paper, packaging and related supplies. Former vice president of marketing for the company, **Jerome F. Tatar** is the new president of Mead Fine Paper. **Wallace O. Nugent** is corporate vice president of marketing and supply, and **Dennis L. Rediker** is director of strategy and planning.

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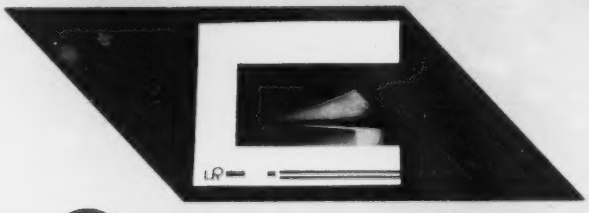

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Industrial Paper

Paper and Paperboard—No. 1 in Discarded Waste

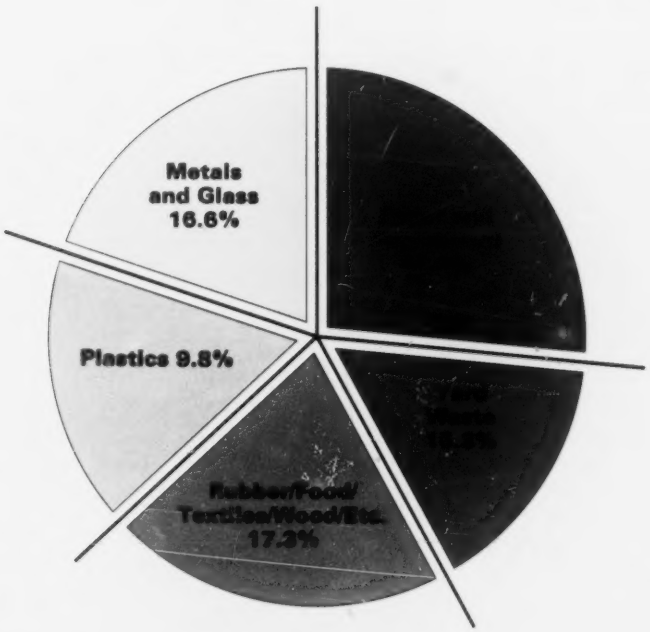
According to a study prepared for the Environmental Protection Agency by Franklin Associates, Ltd., paper and paperboard products have become the number one problem of discarded waste. (These are the products discarded after material recovery has taken place but not before energy recovery.) The report, entitled "Characterization of Municipal Solid Waste in the U.S.—1960–2000," outlines the changing trends in the disposal of materials and in products in the waste stream.

The report estimates that by the year 2000, paper and paperboard products will account for 41% of all municipal waste—a total of 65.1 million tons. Between 1970 and 1984, tonnage of paper and paperboard waste increased by 12.9 million tons to 49.4 million tons in 1984—up from 36.5 million tons in 1970.

The report also shows dramatic increases projected for plastic product waste with a total of 15.5 million tons by the year 2000 or 9.8% of the total waste. Plastic products showed a strong rise over a 15 year period growing from 3.0 million tons in 1970 to 9.6 million tons in 1984.

The report unfortunately projects that by the year 2000 paper, paperboard and plastic products will make up over 50% of all the materials discarded into the municipal waste stream. The only other products that come close to the dimensions of paper and plastics are "yard products," projected to reach 24.4 million tons by the year 2000, metals at 14.3 million tons by 2000, glass at 12.1 million tons and food wastes at 10.8 million tons by the year 2000.

The reason for the dramatic increase in paper and plastics municipal waste is due to the incredible rise in the use of paper and plastic packaging, fast food disposables and other single service disposable products. Experts have been telling us for the last few years that we are quickly becoming a "disposable" society. While the significant advantages in the use of disposable products are easily seen, the dramatic problem of waste is as readily noticed.



Discarded Materials in the Year 2000

Public service campaigns have helped, but the problem, according to the Franklin Associates report, will continue to grow. The products not as easily recognized as part of this problem are the paper packaging items, such as brick-pack packaging, food packaging and other newer packaging items which have taken on a disposable style.

The growth in the market for these new products has been due in part to industrial paper distribution innovation and expertise. Both areas, however, are cause for concern for NPTA industrial members. Reports such as this one, plus other information being made public by the EPA and possible legislative issues which may result, are of concern to all paper distributors.

Should you wish to have a copy of the "Characterization of Municipal Solid Waste in the U.S.—1960–2000," you can order it by contacting Marge Franklin, Franklin Associates, Ltd., 4121 West 83rd Street, Suite 108, Prairie Village, KS 66208. The cost is $500.

Single Service in Country's Vision of the Future

More single service packaging will be part of the lifestyle of the 1980's and early 1990's, according to Russell Jones, president of Quaker Oats food service division. In his address to the Society for Foodservice Management's Annual Fall Conference last October, Jones predicted that there would be more aseptic packaging, home delivery by higher-priced restaurants, and computerized food deliveries to employees' desks. According to *Nation's Restaurant News*, the executive also sees acceptance of dehydrated foods, as well as "artificial" vegetables and meats.

Jones also insisted that the food service industry must solve its sanitation and safety problems: "Our industry is a walking time bomb on safety." He says there should be non-commercial preplated meals, tamper-proof items, better content expiration labeling, and a sterile

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food preparation environment. Disposables are a plus because they help to maintain a sanitary environment by preventing the spread of disease through improper dishwashing.

Microwaves Change Food Industry Patterns

Microwaves are changing the way America eats, no question about it, reports *Adweek* magazine. Smaller, lower-cost microwaves are appearing in recreational vehicles, summer cottages, college dorms, and recreation rooms in homes. Families with both parents working and one-or two-person households are spurring demand for the ovens, which are now found in almost 50% of all households. Most frequently used for snacks or reheating, microwaves have become for some people more desirable than a dishwasher.

Survey Reports Package Printing Market

The latest information available from the Flexographic Technical Association (FTA) shows that there are over 4,000 plants in the United States, with another 415 in Canada, utilizing flexographic printing. The total size of the flexo printing market is estimated to be $30 billion (1983).

The FTA reports that the number of plants in operation by market segment in the U.S. (see table) represent approximately 21,400 presses. The entire flexographic printing/converting industry in the United States employs over 150,000 people.

The Fastfood that Changed the World: McDonald's

According to a new book "Behind the Arches" which chronicles McDonald's claim to fame by John F. Love, 7% of American workers, one out of every 15, got their first job from McDonald's. Due to the success of Chicken McNuggets, McDonald's is the second largest chicken retailer in the U.S. 96% of American consumers ate at a McDonald's last year and it serves 7% of the U.S. population each day!

Furthermore, McDonald's accounts for 5% of all Coca-Cola sold—if McDonald's were a country it would be the sixth largest consumer nation of Coke.

And lastly, if you would have been wise enough to purchase a signal share of McDonald's stock 20 years ago for $22.50 that share would be worth $4,000 today! (How many of you let those shares slip through your hands?)

SELECTED MARKET SEGMENTS	# OF PLANTS	% OF TOTAL
Flexible Packaging:	781	19.3
Corrugated Containers	1,000	24.7
Labels, Tags & Tapes	1,506	37.3
All Segments	4,042	100.0%

Size and Structure of U.S. Printing Paper Distribution

A nearly $15 billion market, printing and writing papers handled by distributors has grown 59% in just four years.

Total U.S. wholesale sales of printing and writing paper by merchant wholesalers are estimated to have reached $14 billion by year-end 1985. Official government statistics from the 1982 Census of Wholesale Trade put the size of the market at $9.3 billion four years ago. Since then, based on annual NPTA PAR (Performance Analysis Report) surveys, the market grew 14.6% in 1983, 24.5% in 1984 and 5.6% during 1985. Based on NPTA's monthly Paper Merchant Sales Report, year-to-date printing paper sales through October of 1986 are up 6%. Consequently, by year-end 1986 the market should hit $14.8 billion.

Market Segments & Customer End-Users

Nearly 74% of total printing paper sales by merchants were accounted for by three main commodity areas: coated two-sided stock, uncoated book papers, and reproductive papers. In 1985, "free sheet, coated 2-sided" paper constituted 22.8% of the total sales volume, followed by "uncoated book stock" (in rolls, sheets, cut sizes) at 22.6%, "reproductive grades" (bond and writing papers, mimeograph, duplicating) with 15.6%, and "groundwood, coated 2–side" at 12.6%. These percentages have not changed appreciably since 1982, although shares for free sheet coated 2-sided and reproductive grades have fallen about 1.5% each.

By 1985, fully 71% of total sales were to printers (28.4%–web fed, 31.3%–sheet fed, 11.5% in-plant printers). This is compared to 67% back in 1982. This is, by far, the most important end-user customer class for printing paper merchants. Quick copy shops, business forms manufacturers, book publishers, and government agencies each accounted for an additional 5–6% of sales.

Structure of the Industry

The Census Bureau reported that in 1982 there were 1,075 printing paper merchant firms in existence, operating 1,519 "locations" (warehouses) nationwide. Sales volume per location averaged $6.1 million. By company size, 781 (or 72.6% of the total) companies generated sales under $2.5 million. 178 companies (16.6% of the total number) were in the $2.5–25 million range and 61 firms were in the $25–100+ million size (5.7% of total). By size of "location" the overwhelming majority are small–940 locations (or 62% of the total) had fewer than 15 employees. 248 (or 16%) had 20–49 employees and only 35 (or 2.3%) had 100 or more workers.

As for market share, the business can be characterized as competitive. The four largest firms captured 29% of total sales, the top eight–42% (cumulative), the top 20–60%, and the top 50 firms–76%.

By region, the northeast/mid-Atlantic, midwest, and west coast account for the lion's share of activity. New York merchants alone constituted $2.5 billion or almost 27% of sales in 1982, followed by California with $1 billion and 10.8%.

Illinois generated $768 million, Ohio $499 million, Pennsylvania $432 million and Texas $423 million New York, California, Illinois and Texas together represented 543 of the total 1,519 warehouse locations as well.

The three largest metro/city areas were New York City at $2.37 billion in 1982, Los Angeles-Long Beach at $629 million, and Chicago at $569 million (estimated). No metro area sales data is collected via NPTA's PAR survey, but from the monthly sales report, sales through October 1986 are up 10% in the New York area, 9.8% in Chicago and 3.4% in Los Angeles. Based on the estimated total market size of $14.8 billion for 1986 and these cities' share of the national total in 1982, the New York market should be worth $3.77 billion this year. Los Angeles sales should be worth $1 billion and the Chicago market $904 million.

Historical Profitability and Inventory Turnover

There is no question that, due to the strong competition in the marketplace, gross profit margins have narrowed in the 1980's. Warehouse gross margins (as % warehouse sales) stood at 22.7% for printing paper merchants by year-end 1985 (versus 24.5% in 1980). Indirect gross margin was 17.3% (versus 17.7%) and direct gross margins were 6.6% (versus 7.5% in 1980). After rebounding in 1984, in-

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Personnel productivity has been good. Net sales per employee rose an average of 8% yearly from 1980–1985.

ventory turnover rates slipped to a slower rate of 4.33 times per year in 1985 (versus 5.13 times back in 1980).

The chief reason for the narrowing of profit margins lies with increased operating costs and "non-people" expenses. Operating expenses relative to gross margins were 83.5% in 1985 compared to 78.9% in 1980. Non-people expenses relative to gross margins rose from 25.8% in 1980 to 29% by 1985. EDP expenses have risen as more merchants computerized their operations or upgraded their systems with changing technology. EDP expenses, the cost of money and financing, inventory carrying costs, employee fringe benefits (especially escalating medical and liability insurance premiums) have all contributed.

Personnel productivity has been good. Net sales per employee rose an average of 8% yearly from 1980–85, reaching $461,000 last year. Gross margin per employee rose 6.1% yearly over the same period, to nearly $67,000 by 1985. Sales service and selling expenses combined accounted for about 36% of gross margins in 1985, about the same as in 1980.

Printing Paper Sales, Profitability and Operating Performance During 1986

NPTA has two excellent barometers to measure current performance of printing paper merchants throughout the year, in between annual PAR financial surveys. These are the: *Paper Merchant Sales Report* (monthly) and the *Quarterly Business Conditions Report* (QBCR)-(every three months).

At the deadline for this issue of *MN*, QBCR data for the first three quarters of 1986 (Jan. 1–Sept. 30) was available. Based on sales volume represented by participants through September 30, annual printing paper sales of $5.4 billion are represented for the entire year.

Following is a summary of performance, by key area:

Sales Growth: The U.S. average from the QBCR survey was a 6.0% increase. NPTA region 2 (mid-Atlantic states) did better at +8.7%, as did region 9 (Pacific Northwest) at +8.0%. Region 7 (Southwest "oil patch" states) fared the poorest, with sales dropping by 0.2%.

Gross Trading Margins/Profits: The U.S. average warehouse gross trading margin was 22.2%. Most regions were closely clustered in this range but region 9 firms did better at 24.4%. Indirect gross trading margins averaged 18.6% nationwide, but region 1 merchants (Northeast) were higher at 21.4%. Direct gross trading margins averaged 6.4% nationwide, but region 3 firms (Southeast) averaged 8.3%. Pre-tax profits as a percent of net sales were running at 1.2% for printing paper merchants nationwide, but region 3 firms did much better with 2.8%.

Operating Expense Control: Total operating expenses as a percent of gross profits averaged 84.8% nationally. Not surprisingly (since the companies had the best warehouse gross trading margins), region 9 firms had the lowest operating expenses at 75.8% of gross profits. Conversely, region 7 firms (whose sales have been flat) had the highest expense ratio at 97.9%.

Inventory & Receivables Management: The national average inventory turnover rate was 5.1 times per year. However, regions 1 and 2 turned over stock faster at a 6.3 times rate. Receivables turnover (in days) stood at 42.5 nationwide, with region 4 (Ohio, Michigan, W. Virginia, Kentucky) companies doing a better job at 38.6 days.

Correlating these QBCR results to cumulative data from January 1–September 30 from the monthly NPTA sales report, the printing paper sales increase comes out exactly the same at +6.0%. Days of receivables outstanding at the end of September stood at 38 days, versus 44 days for September 1985, a noticeable improvement. The "calendar days cost of ending inventory" was 67 days, the same as in September 1985. Dividing this figure into 365 calendar days gives you a monthly inventory turnover rate of 5.4 times (compared to 5.0 times for QBCR results for January 1–September 30). So, all in all, quarterly business report results match up very closely to monthly sales report figures.

More information

For those wishing more information on NPTA statistical services, contact John S. LaRosa, director of research, at NPTA headquarters: 111 Great Neck Road, Great Neck, NY 11021 or call 516-829-3070.

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Strathmore Issues Embossing Booklet

The latest promotion of the Strathmore Paper Company is entitled, *Strathmore Americana and the Art of Embossing.*

Six inserts in the booklet are on Strathmore Americana in colors from white to blue to demonstrate a variety of embossing procedures in enough detail to provide designers with basic guidelines. Comments David E. Rousse, marketing manager for the company, "The intent is to present to designers information that will help simplify an often intimidating process." Production notes include design, embossing and printing techniques for each insert, as well as a section on what to look for in a vendor.■

Hammermill's New Grade for Lasers

Specifically designed for premium publishing on laser printers, Hammermill Papers Group introduces the Hammermill Laser Print. The new grade is said to be extremely smooth with high brightness and outstanding opacity, and is available in 8 1/2" × 11", white, substance 24.

Market manager of reprographics Jeff Idzik says, "Premium publishing, which is copying at its finest, is a new, fast-growing application for laser printers" which are used to produce large quantities of "premium quality copies." For samples or additional information, contact your local Hammermill merchant, or write to Hammermill Papers Group, Erie, PA 16533.■

The Art of Presenting Your Business Card

Your business card is your personal billboard at arm's length, states Jonathan Evetts in *Personal Selling Power* magazine. There is a protocol that surrounds its use.

Think of the card, he says, as an item of value and then wait for the right moment to present it. There is often a natural pause in the conversation with a potential customer, maybe when first asked to sit down, when the time is right to make your presentation.

Look the customer in the eye and, as you present your card to him, repeat your name clearly. This will link your name, face and company name in the customer's mind. If you are not offered a card in return, ask for one. The reason, says Evetts, is to give you more control of the discussion. (The customer is beginning to comply with you.) Build on this small advantage.

Also, don't be embarrassed if the other party doesn't have a card. Stress how important correct names and titles are to you and write it down. It will show how detail-minded you are.■

Tricks for Remembering Peoples' Names

One of the best ways to remember someone's name after being introduced is to use what Bob Montgomery calls the *ACE* system, as described in his article *Your Memory A Source of Sales Power.* ACE stands for "action, color and exaggeration."

If you build ACE into your name associations, Montgomery reports, you will be able to recall the person's name quickly. For example: "Lola Bishop is a woman in New York," he writes. "I picture her as a lady bishop wearing a miter and giving a blessing. I'm in the congregation as the collection plate is passed, and it occurs to me that 'whatever Lola wants, Lola gets.'"

All associations may not be that moving or involved. Meeting Ray Angel, Montgomery says, gave him the picture of a man with wings with a ray of light striking his head, like a halo. It may take a little practice, but the ACE system may work for you.

Try it with your own name. Any images come to mind?■

Xerox Sells Smart

The amazing growth of Xerox Corporation—from $2 million 25 years ago to today's $5–billion giant—is due to its sales ability, states Joseph E. Westfield, former sales manager and guest trainer for the company. Last November, at a luncheon meeting for the Sales Association of the Graphic Arts (SAGA), he spoke about *The Basics of Succcessful Selling.*

As background for his talk, he said that 14,000 successful sales people were interviewed by an outside research organization and, after further analysis, a three-day professional selling skills course resulted. Xerox formed a separate division for it and sold it to companies like IBM and Eastman Kodak; over 100,000 sales people have taken the course.

Following is a summary of the course's selling steps which are said to have led to Xerox's demonstrated success.

- *Closing is First.* After making the presentation and explaining the product's benefits, the sales person should ask for an order. There is a psychological plus if he believes he has the order and it also promotes a positive attitude on the part of the buyer.
- *Ask Again.* If the prospect is not ready to give the order, the sales person should restate the benefits of the product, pointing out what has already been agreed upon. "Again ask for the order," advised Westfield. 90% of new reps fail to do this. "Keep asking during the sales effort—politely, but persistently."
- *Style and Technique.* These vary with the sales person and each can use what he finds most effective.
- *Proving Step.* When a prospect indicates that a benefit is important to him but he is still skeptical that the particular product will provide it, the sales person must restate the benefit, prove and expand on it.
- *Support.* This may be 90% of the sales effort. "Don't back the client into a corner with a lot of technical explanations," cautioned the speaker. "Prove only what is necessary. Get the client to offer agreement, make him feel that he is an expert."
- *Probe.* Probe to find out why the call did not result in a closing. "Non-directive questions" (i.e., "What type of printing do you do?") give the client an opportunity to "discuss what *he* considers important. Ask directive questions (i.e., 'Do you do four-color printing?') to show what *you* believe is important."
- *Handling Objections.* Restate the objection in the form of a question to find out if the prospect really means what he seems to have said and to see whether you are both talking about the same thing. Then answer objections directly, minimizing them by stressing relevant benefits of the product. Westfield strongly recommends that everyone buy and read Dale Carnegie's book, *How to Win Friends and Influence People*, still "a most valuable selling guide."
- *Rapport.* Pictures and objects on the wall and desk give clues as to the buyer's interests. They are conversation pieces. However, said the speaker, "... generally, the best conversationalist is the best listener."
- *Don't knock the competitor.* Instead, emphasize the superior qualities of your own firm and how it differs from the competition in benefits provided.

A review of the selling principles learned during the selling skills course is contained in pocket-size guides. The sales person can use them before or after a sales call to analyze what should be done and what was actually done.■

New Labeling Aids Groveton Products

Intended to help both retail customers as well as warehouse stock pickers, the Groveton Division of James River Corporation has designed new labels for their Business Papers line. The labels will be used on every ream, box or carton and will have an eye-catching broad color band indicating the grade of paper in the package.

Each label will also have a symbol of a sheet of paper or an envelope that will indicate the color of the contents. Large catalog numbers on the package assists in picking the right product.

At the same time, James River Corporation has introduced a new line of paper for use in high-speed xerographic copiers. Called Whitefield®, the new paper features a 25% cotton formula.■

Test Your Paper Knowledge: How Many of These Paper Terms Can You Define?

Match the term with its definition

___ 1. Sulphate Process	A. A wire cylinder used to add a finish or watermark to paper
___ 2. Sizing	B. Pulp and paper comprised of fibrous bundles
___ 3. Groundwood	C. Apparatus used to dispense the pulp in the paper-making process
___ 4. Kraft Paper	D. Fabric belt that conveys the web through the paper-making process
___ 5. Dandy Roll	E. Method for preparing chemical pulp to make paper
___ 6. Slime Hole	F. Direction in which most fibers are aligned in a sheet of paper
___ 7. Rag Paper	G. Treatment of paper that adds to its permanence
___ 8. Felt	H. Paper defect caused by the growth of micro-organisms at the wet end of the paper machine
___ 9. Head Box	I. Unbleached product of the sulphate process
___ 10. Grain	J. Paper made with cotton fibers

ANSWERS: 1. E; 2. G; 3. B; 4. I; 5. A; 6. H; 7. J; 8. D; 9. C; 10. F

"THE MARKET MAKER" ADDS TWO NEW ONES.

The already large line of papers made by Howard for you to sell has now been broadened by two new grades. Recently Howard announced the availability of Brocade Laid Text, Cover and Writing in 5 colors and two whites. In 70 Lb. Text, 65 Lb. Cover and Sub. 22 Writing. Also new Super Maxopaque for even brighter lightweight opacity. This really gives you a complete Howard line to sell.

Add these to the hundreds of sizes, weights, colors, finishes in all the grades we've had and you can see that, more than ever, Howard makes what you need to meet the requirements of your marketplace. We can ship quickly in 4 to 400 carton orders. Pool your orders, fill up a truck and get a big freight break. Howard really is "The Market Maker".

THE NATION'S PRINTING PAPERS
HOWARD

HOWARD PAPER MILLS, INC.
115 Columbia Street
P.O. Box 982
Dayton, Ohio 45401

Getting the Most Out of Telemarketing

An expert in every phase of selling, Dottie Walters is said to be a leading force in increasing sales thoughout the United States. Her *Self Improvement Tip*, which includes 10 points, recently appeared in *Personal Selling Power* and are presented here.

1. *Make "Service Calls"* on clients you have worked for. Ask about their plans, needs, future expansion. Ask for referrals. Tell them about your new products and subjects. Ask, "How can I be of service?" Be flexible and ready to do new things to assist your clients. Work laterally to prospects in the same businesses.

2. *Write up a script and put it in front of your phone.* Ask customers about their needs *first*, then tell them how you can help them. Do not start by telling them how wonderful you are. To be interesting, be *interested*. Ask for the order three times.

3. *Make an easy-to-use form to fill out* as they give you information, so that you can just check boxes and write as few words as possible. Note anything they say so that you can refer to it again when you call back.

4. *Visualize their faces as you speak to them.* Smile. It makes your voice more pleasant. Put up a mirror so that you can see yourself as you phone. Frowning and scowling make you ugly. Smile into the phone; it is a personality projector.

5. *If your party is not in*, get information as to the best time to call back. Sort your cards by time zones and time-ins.

6. *Trained telemarketing people* (according to the L.A. *Business Journal*) can make 17 calls per hour and reach three decision-makers. Sales odds are one sale for four decision-makers.

7. *Be sure to put your MCI, Sprint* or similar service into your automatic dialer. Saves countless hours of time on long distance calls.

8. *Follow up EVERY call with a post card.* Have your picture printed on it. "How are you, Jim? Have a new idea for you. Will try to reach you by phone again on ...," or, "Thank you for the order," or, "Thank you for the referral," etc.

9. *Set a goal of numbers dialed and decision-makers reached.* In teaching sales, I show sales people how to prepare prospect cards, how to make notes on them as to what we might offer. Then we sort them by *best time of day to call*. You can dial 50 numbers per hour. This means a powerful energetic determination to reach 50 prospects. We sell one in five, of those we reach, in our field.

10. *Remember, never get mad*, even when prospects treat you with disrespect. Maybe they are having problems. My personal experience is that the worse they treat me the faster I can expect them to be replaced. What a triumph to go back and work out a wonderful contract with his or her successor!■

Operating Ratio Study for Quick Printing Industry Available

The National Association of Quick Printers and Quick Printing Magazine have published the *NAQP Operating Ratio Study*. Based on the operating experiences of about 200 companies, much of the study's value lies in the Executive Summary written by Larry Hunt.

According to the Study, average sales for all quick printing firms was approximately $450,000 in 1985, representing an increase of almost 34% from industry sales data compiled two years earlier, with inflation accounting for one-third of that growth. Copying experienced a 35% annual growth rate, while "regular printing" grew at just 10% a year. Despite the sales increase, net owner's compensation during the same two-year period increased only $5,400 to $65,500. This represented a 3.3% decline in owner's compensation, partly as the result of increased overhead (as a percentage of sales) due to the high cost of today's high-speed copy machines. Among other averages supplied by the study are payroll, sales per square foot and sales per employee.

The *NAQP Operating Ratio Study* can be obtained by non-members of the Association by sending a check for $25 to the National Association of Quick Printers, 111 East Wacker Drive, Suite 600, Chicago, IL 60601.■

Mats and Matting Sales: Know the Dirty Facts

According to ISSA today, it would be wise to let customers know that:

- 70–80% of all dust, grime and dirt in public buildings is tracked in from outside and spread throughout the floors.
- Tracked in dirt can permanently scar hardwood floors and resilient tiles, while oil and grime can be tracked into carpet and become permanent stains.
- One square yard of commercial grade carpeting can accumulate one pound of dirt over a one week period, and up to twice as much during inclement weather.
- The cost of removing a single pound of dirt from a modern building today, will run in excess of $500. Of that cost, equipment and supplies take from 5% to 10%. The balance, 90% to 95% goes for labor to get the job done.

Mats and matting products are the most cost effective method of controlling this incoming dirt. There are numerous types and categories of these mats and floor safety products, many of which have been displayed at NPTA's 1986 Paper/Plastics and Allied Products Exposition.

According to a recent study by *Sanitary Maintenance* magazine, matting goods accounted for over $206,632,000 in sales in 1985 and were sold to the following customers:

- Industrial
- Commercial
- Educational
- Governmental
- Medical
- Contract Cleaners
- Hotels/Motels
- Restaurant/Clubs
- Religious Markets
- Other

NPTA members have reported significant success in the sale of these products.■

Supporting Statements Support Close

If you agree that the climax of a sales call is a successful close, then you must also agree that everything you do during that sales call, leads to that successful close. That is why the skill of listening and supporting is so important. When a need is uncovered, you should support it. The other alternative is to disagree with your customer's need. When you can get your customer to say, "My sales person understands me," or "It's a real pleasure to have my sales person listen to me instead of trying to sell me," or "My sales person agrees with my problems and then solves them for me," you are doing a good job of supporting.

Any time you agree or make support statements to your customer, you show that you consider your customer's needs, opinions and feelings to be very important. Your support statements constantly reinforce the idea that you are there to help your customer solve problems. Last but not least, your support statements show your customer why your product or service is needed.

It does not matter if you've been selling a customer for many years, or if you've met him for the first time. It is smart business strategy to agree and support his needs. GOOD SELLING!

David B. Brizius, Copco Papers, Inc. Columbus, OH. ■

Sales Briefs

CROWN ZELLERBACH named Gregory Stone the Southwest regional sales representative for the company's Merchant Sales Group. Based in Fullerton, CA, the Group markets business papers, including roll offset and cut size electronic imaging papers in 13 Western states.

CARROLL COMPANY is offering two new cleaners. The Oven and Griddle Cleaner dissolves baked-on grease, food particles and soot in ovens, around griddles and broilers and, the company says, gives pots and pans a "like-new hue." The Coronado Disinfectant Cleanser is designed for cleaning and disinfecting hard, non-porous surfaces for use in hospitals and other institutions.

GILBERT PAPER introduces Gilbert® Ink-Jet, a premium correspondence paper specially formulated for ink-jet printers. In its drive for the expanding electronic printing market, particularly the bubble-jet technology, Gilbert's new product is said to offer an important benefit through its ability to be commercially preprinted—letterheads, forms—and then used with the ink-jet technology.

GUMMED PAPERS OF AMERICA's new sales manager is Russell D. Maki, formerly its southwestern regional manager. The company is a national specialty distributor of gummed and pressure sensitive label papers for Fasson, Brownbridge, Wausau and other companies. GPA has offices and warehouses in five major cities around the country.

CARTER RICE/NEW ENGLAND appointed Thomas S. Monahan, Jr., vice president. He will also continue as the company's sales manager of Fine Papers. David Miller is another new vice president of the company, and he too will continue his current responsibilities as manager of industrial sales.

FREEMAN PAPER COMPANY named Jay Kolwicz of Jaydel, Inc., in Cleveland, as their Salesman of the Year. A trophy was awarded by Freeman's president Larry Swanson and by Ray Nitschke, Pro Football Hall of Famer, at the recent NPTA Boston Convention.

SCOTT PAPER COMPANY offers EconoMizer® cloth-replacement wipers by the carton in a new display unit designed to attract customers' attention. The display holds three cases of the wipers which, the company states, provide adequate strength and absorbency for nearly any task, yet soft enough for personal use as well.

GEORGIA-PACIFIC's Printing Paper Division offers a booklet, "Going Coatless," to demonstrate cover and text papers from Hopper®. Recommended for annual reports, GCR, PCR, ICR and Achromatic scanning are all names for the process by which the weakest primary is subtracted and replaced with black. The result is said to be striking imagery with exceptional sharpness of detail on their uncoated papers.

NATIONAL TELEMARKETING survey reports that business-to-business telemarketing will grow nearly 40% in 1986. Telemarketing, which lowers the average cost-per-selling-call, has a greater potential than most companies are able to tap. The reason, reports Robert J. Freedman, vice president of Towers, Perrin—an international management and compensation consulting firm, is that most sales organizations are structured for outside sales. The organization gets in its own way.

THACKER CONTAINER announced some major additions to its packaging line as featured in their latest "Black Catalog." The company reports that they are the nation's largest supplier of stock packaging products to distributors. Contact them in Los Angeles, San Francisco, Dallas, Phoenix or Salt Lake City.

SEALED AIR CORPORATION'S Jeffrey L. Gardner has been promoted to regional sales manager for the company's Packaging Products Division's Central region.

CARROLL CHEMICALS has introduced a new bowl cleaner named "Quick Change" that they say is powerful yet has a pleasant odor.

PLASTICS INC. has added a second hot beverage cup to its popular Prestige line. It is a stackable 4-ounce demitasse with the same fluted lines that identify the Prestige collection.

WHITAKER CARPENTER Paper Company, Elk Grove Village, Il, announced that Virginia George has joined the company as their Svecia Antiqua Rare Paper consultant.■

Non-traditional Sources Gaining as Business Paper Suppliers

Two surveys done in 1986 have indicated that end users have been turning more and more to such sources as catalog houses and telemarketing channels for their business paper needs. CAP International reports that their first survey, done in January, 1986, showed that 39.2% of the respondents bought their products from paper merchants and 8.8% indicated the "Other" category. By July, 1986, when the second survey was conducted, the number indicating purchases from paper merchants or other traditional sources, such as copier manufacturers, had declined to 33.4%, while "Other" had increased to 13.5%.

Charles E. Case, director of CAP International's Hard Copy Supplies Market Requirement Services warns that "it is critical for companies involved in selling business paper to take note of this change, anticipate its impact, and alter selling strategies *before* profit margins slow down."

The reason for the change, according to Case, is in new and emerging technologies which sees more and more people using personal computers in their offices. While this creates a new market for business paper, it is also changing the customer base and the buying source.

In order to help paper merchants recognize the risks associated with the changing market—and to tap into the opportunities—paper merchants need to be aware of and understand the markets and technologies involved. CAP will be holding its Second Annual Hard Copy Supplies Conference in Miami on March 2–4, 1987 to bring paper merchants up-to-date, including hearing from people in the industry who have already begun planning for the future.

For more information, or to register for the conference, call Jean O'Toole at CAP International, Inc., One Snow Road, Marshfield, MA 02050, telephone (617) 837-1341. ■

Sales Compensation

NPTA offers reports on "Sales Compensation" for both printing and industrial. For more information contact NPTA, Communications Department, 111 Great Neck Road, Great Neck, NY. ■

Emily Emphasizes Time Etiquette

According to *Emily Post's Etiquette*, 14th ed., by Elizabeth L. Post, if you have arrived on time for a business appointment and have been kept waiting, allow yourself 20 minutes before you start asking how much longer the wait might be.

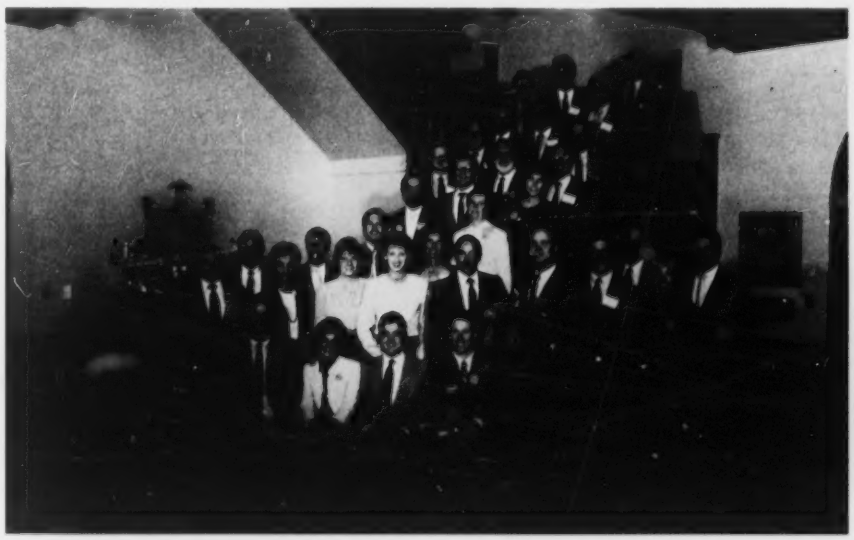
On the other hand, if you are expecting a caller you should always have coffee or tea available, apologize personally if you have to keep the person waiting, inform telephone callers that you are with someone as soon as you get on the line, and, to keep control of your time, arrange for your secretary to come in with a reminder about your tight schedule at a previously decided upon time to end the appointment. ■

Gilbert Addresses PC Publishing Needs

Whether a desk-top publishing system uses a laser, ink jet, resistive thermal or other type of printer, for best results the type of paper used is of prime importance to the quality of the output.

Gilbert Paper of Menasha, WI, a Mead company, has developed two new papers called Neu-Tech™, one with a 25% cotton content and one with a 100% cotton content which the company claims is ideal for electronic printing systems.

To spread the word, Gilbert has produced a brochure targeted at designers (rather than purchasing agents). Four-color illustrations explain how the various types of electronic printers work, followed by the specifications of the Neu-Tech™ papers, both of which are available in three colors and two weights. ■



The Beckett Paper Company held its seventh Merchant Sales Conference, October 13–15, 1986, at The Marcum Center at Miami University, Oxford, Ohio. The 28 Beckett Merchant Representatives studied detailed information about Beckett's grades of papers and also discussed time management, professional selling techniques, and other relevant topics. The next Beckett Merchant Sales Conference will be held March 18–20, 1987.

How a new program from International Paper will help you give printers better service

Announcing the Springhill® Custom Roll Offset Stocking Program at Mobile.

Now you won't have to wait until the next mill run at Mobile to get popular size rolls of Springhill® Offset. With International Paper's new Custom Roll Offset Stocking Program at Mobile, the mill will be carrying significant inventories.

You can get quicker delivery, give your printing customers better service, and have more buying flexibility, too, because you can:

- Order 50 and 60 lb. Springhill® Offset rolls in widths ranging from 11 inches to 35 inches.
- Mix shipments of offset rolls with reprographic paper, colors, offset skids and cartons, and return postcard stock.
- Have your order shipped within 48 hours from available stock.

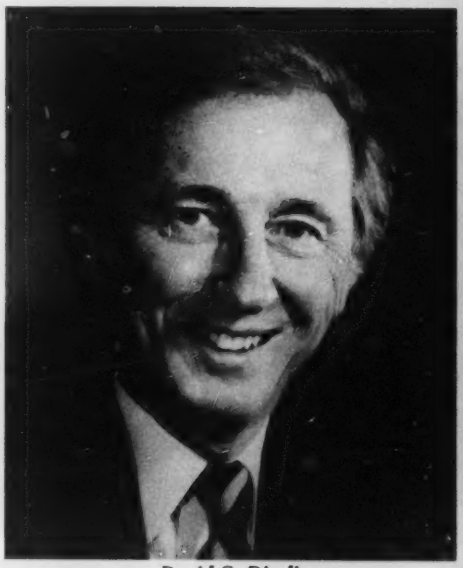
For more information about Custom Roll Offset at Mobile, Ticonderoga, or Louisiana, call IP Customer Service at 1-800-IP CAN DO. Or write: International Paper Company, White Papers Group, Room 31-16, 77 West 45 Street, New York, NY 10036.

The Custom Roll Offset Program at Mobile. Another way we're working to make IP the easiest mill to do business with.

International Paper Company

Printing Paper: A Changing Commodity

The manufacture, distribution and use of printing papers is in a state of flux. It is a commodity that continues to respond to the whims of the marketplace in a way that few understand. The following observations of how printing paper is changing should be reviewed carefully by merchants and printers alike.



David S. Dimling

Uncoated Papers

by David S. Dimling, vice president
Georgia-Pacific Corporation

Today's commercial printer is routinely asked to and consistently does produce a product of higher quality than he was expected to produce as little as five years ago. Computers have substantially increased press accuracy and operator control, allowing faster running speeds and improved results. While such improvements have made for a better end result, they have put new stresses and demands on the paper.

More sophisticated printing and converting equipment require a more sophisticated sheet of paper, a sheet with consistent runability and printability, one capable of consistent quality performance. The major manufacturers of uncoated papers have invested huge sums in upgrading existing equipment and in making sure that the new machines being installed are equipped with state-of-the-art measuring devices and process controls. Perhaps nowhere are the results more obvious than in office reprographic and commodity offset papers, both areas requiring high speed, high performance papers.

Many uncoated mills are installing top wire formers to improve formation and help insure more consistent print quality side-to-side. New computer-driven color systems are being installed, allowing the machine to self-adjust for the entire color spectrum, improving color consistency throughout the run and from run-to-run. New process control systems, measuring moisture, caliper, basis weight, opacity and brightness, enable the paper machine to take constant measurements and make necessary adjustments during the manufacturing process.

This closed loop computer control of the paper machine helps to keep the paper as uniformly close to target specifications as possible. Additionally, new calendering systems continue to improve caliper profile, producing a more level sheet and a more uniform printing surface. Converting equipment has also received significant attention; increasing use of precision sheeters improves dimensional accuracy and squareness of the sheet. This, in turn, enables the printer to better control registration.

Paper mills are installing such state-of-the-art equipment because they recognize that improved technologies and more sophisticated printing and converting equipment demand similar improvements and sophistication in the manufacture of uncoated papers. And along with increased demand for higher quality uncoated paper, the demand for greater quantities continues to grow.

Current prospects are for steady but modest growth in total demand over the next few years. However, it is anticipated that the smallest increase in demand will be focused in the coated area and that the greatest strength will be felt by papers used for information processing and documentation. Current momentum in the use of information processing systems is expected

to remain strong and thus uncoated free-sheet requirements will continue to rise. In fact, consumption of uncoated free-sheet grades is anticipated to grow at 4-5% in 1987 and at a slightly higher rate in 1988.

As the requirement for consistent high quality uncoated papers continues to grow, mills will continue in their efforts to anticipate technological developments in printing and converting equipment, so that they can keep pace with the demands being placed on their products. As they increase capacity, manufacturers will continue to strive for excellence, will continue to upgrade and improve their product lines and will be marketing papers even better suited to their customers' end uses. Printers and converters will be the beneficiaries, as improved papers mean better and more consistent runability and printability.

Coated Papers

"There is more paper on the market than can possibly be used," reports *Folio* magazine in their December, 1986 story "The New Paper Market." Author Irving Herschbein is talking specifically about the coated groundwood grades used by magazine publishers.

Supply and demand for these products are evidently out of balance. It was not so long ago that magazine papers were on allocation. A strong marketplace fueled demand, mills worked to add new supply and foreign paper filled some of the gap. Today, the market has slowed and the new capacity that has come online has created the current oversupply.

Herschbein reports that advertising pages are flat among magazines, with the top 100 titles only able to squeeze out a 2.7% increase. This is compounded by a softness in circulation numbers in general. But the paper business, responding to the marketplace, becomes cyclical. Herschbein says that by "1989 or 1990 the market will tighten up again and several people will start new machines working."

Should you plan for a coated paper shortage? David Saltman says everyone should "plan for the unexpected." He writes in the December issue of *Magazine Design & Production* that in an emergency, one must substitute grades, seek other sources of supply or even "borrow paper from a friend."

The best way to avoid problems during times of tight supply, reports the National Paper Trade Association, is for buyers and sellers to have a good working relationship at all times.

U.S. paper mill coated capacity projections, according to the American Paper Institute, are expected to rise 10.2% for coated groundwood (1986-88) and 15.1% for coated free sheet during the same period. This situation, plus the loss in the value of the dollar, has squeezed the foreign coated paper suppliers from the marketplace. All but the well-established are having difficulty.

Cover and Text

According to the American Paper Institute, the best new information on these special printing papers may be found in their *Cover & Text Book*. The uniqueness of the book for both printers and paper people lies in its ability to demonstrate how a variety of graphic arts techniques look on different cover and text papers.

This grade category has grown in its application to many end products. Although it represents only about 3% of the total amount of paper produced in the United States, merchants throughout the country have over 6% of their sales in this area reports the National Paper Trade Association. It continues to be an important part of the merchant business.

Synthetic Papers

Are synthetic papers for printing really paper? It depends how one defines "paper." Synthetic papers are *not* made from cellulose fibers. They are created from polyethylene or polypropylene—plastic resins.

Interestingly, these printing substrates have been around longer than most people realize. Kimdura, made by Kimberly-Clark, has been on the U.S. market since 1974.

The niche that Kimdura and Tyvek, DuPont's synthetic paper, have in the market is based on its durability, moisture resistance and strength. Printing applications abound. DuPont reports that approximately 70% of their Tyvek output is used in printing.

A new application can be found in the copier market. Non-Tear Sheets, produced by Avery Consumer Products, and Never-Tear made by Xerox, are being targeted at users who want to insure the permanence of the final printed product. The polyester sheets are designed to work with the dry-toner technology as will as laser printers.

The real plus provided by the synthetics, experts say, is its uniformity of surface. It is extremely smooth and lends itself to a great variety of printing applications. The use of synthetic papers is growing and 1987 should see new entrants in this market.

Many uncoated mills are installing top wire formers to improve formation and help insure more consistent print quality side-to-side.

We're pulling out all the stops to support new Spectrum copier paper.

We're proud of our new Spectrum copier paper. And we're doing everything possible to help make it a big success. That's why we've scheduled advertisements in leading trade magazines. To top it off, we've also scheduled insertions in The Wall Street Journal.

What's more, we're not talking about just one or two advertisements. We'll be running a *consistent* schedule in all of these publications throughout 1987. Just take a look:

Publication	Circulation	Number of Insertions	Potential Customer Exposures
*Graphic Arts Monthly	16,000	6x	96,000
In-Plant Printer	35,125	6x	210,750
In-Plant Reproduction	39,300	6x	235,800
Instant Printer	25,811	4x	103,244
Modern Office Technology	156,027	6x	936,162
The Office	163,159	5x	815,795
Office Products Dealer	32,190	6x	193,140
Wall Street Journal	2,000,000	10x	20,000,000
Total	2,467,612	49x	22,590,891

*In-plant editions only

This media program is designed to reach people who *specify* copier paper, *influence* its specification, and *use* it. We're leaving no stone unturned in our effort to maximize *your* Spectrum profits.

For two years now, we've been telling you about Georgia-Pacific's *commitment* to paper. Now we're backing up this commitment with exciting new products and aggressive marketing programs.

Please see the facing page for a sample of the advertising that will be used to introduce new Spectrum copier paper.

Georgia-Pacific

Printing Paper Division

WE'RE COMMITTED TO PAPER

When we run Spectrum, the only reason we stop the copier is to reload.

That's consistent performance.

In our office the barrage of reports and memos never stops. We simply can't afford down time. That's why I rely on Spectrum copier paper. Every sheet of Spectrum is identical. The same size. The same quality finish on both sides. The same shade of white from package to package.

Spectrum delivers clean, crisp, trouble-free reproductions time after time, whether we're using our high-speed copiers or our most sophisticated printing presses.

Spectrum copier paper comes in Hi-Brite, Duplicator/Liquid Toner, Dual Purpose, and Mimeo. And is available in three sizes plus three hole punch. If your printing needs demand speedy shipment, Georgia-Pacific has designed an innovative inventory and stocking program that should make Spectrum available to you on a moment's notice.

Spectrum is a no-nonsense copier paper that takes the headaches out of duplicating. Thank you Georgia-Pacific.

Georgia-Pacific

Printing Paper Division

WE'RE COMMITTED TO PAPER

SPECTRUM™ DP SPECTRUM™ DP SPECTRUM™ DP SPECTRUM™ DP

Printers and Their Paper Merchants

This article, authored by the National Association of Printers and Lithographers, serves an important purpose in this special issue of MN. It gives the reader one perspective of the mill-merchant-printer relationship. For all to work together more effectively, each must listen to and learn from the others—both in good times and in bad. The mutual success of all involved depends on it.

Management News invites response. Do your working relationships resemble those described in this article? What do you feel can be done to strengthen them? Direct your correspondance to the editor.

Louis J. Brand

Paper sales people have an interesting challenge . . . if a supplier is trying to find a preferential advantage for his company's paper stocks, he would be much better off dealing with the people in our creative and technical departments . . .

Paper, basic to every printing job, is a printer's most significant material cost. The ever-changing dynamics of paper running smoothly through a press causes more consternation than almost any other aspect of the job. When problems occur, printers want answers and turn back to their suppliers for the solution. Often that supplier is a paper merchant.

An overwhelming amount of printer's paper procurements run through merchant houses with merchants handling 60% of all paper produced for use in the U.S.

Printers, as a group, represent 81% of the average merchant's business. Nevertheless, this significant customer group often claims that merchants don't provide the services printers need most. Recently, a group of printers met for a roundtable at GraphExpo East to discuss how relations could be further improved.

Questions were drawn up jointly by the National Association of Printers and Lithographers (NAPL) and NPTA. The discussion was moderated by Jim Young, NAPL's director of communications. Rhona Bronson and Joe Andrukitas of NAPL's communications staff questioned the participants, who individually account for between $500,000 and $5 million in annual paper purchases. They included:

Louis Brand, president, The John Henry Co., Lansing, MI

Bill Banks, president, Rome Printing Co., Rome, GA

Lee Carpenter, chief executive, Fleming Companies, General Printing Division, Topeka, KS

David Horst, president, Science Press, Ephrata, PA

William Moore, president, Moore Lithograph, Portland, OR

NAPL: *How can merchants and printers work toward a more effective relationship?*

Banks: Paper merchants and their trade association can put on more seminars to enhance merchants' selling abilities. I feel that by having regular forms of communication, perhaps through seminars, merchants would be enhanced in the eyes of printers.

Our company, located 60 miles north of Atlanta, is in a somewhat remote part of the state and, consequently, we do not get the most up-to-date information concerning new products.

Because we are not in a major metropolitan area and not a large printer, we're not the first ones to get samples. However, when merchants do make a consistent effort to keep us abreast of new products, we will certainly reciprocate.

Brand: I think paper merchants would be more effective if they studied our companies more and found out what we do before they came in with recommendations. So many times, merchants' efforts are just shooting in the dark, rather than reacting to a specific need we might have. A suggestion might be that they send their sales people through NAPL's Executive Certification Program and learn a little bit about marketing from the printer's point of view.

Moore: Point well taken. I'd suggest that merchants look out for what their customers do, how they do it, where they do it, who they do it with and then service and sell to those accounts. We want them to understand that they are servicing us.

We don't buy ten skids of paper because we like the merchant. We buy because we have an account who wants us to print ten skids of paper.

In our location, an hour away from almost any delivery needed, we still need to be serviced. We want the sales person there at a regular time, either once or twice a week, depending on how much we buy and how much our volume is on a particular job.

We never want to see a sales rep come in empty handed. Bring some samples of the lat-

QUALITY YOU CAN READ BETWEEN THE LINES

When it comes to quality developed over years of care and patience, nothing stacks up to Fox River's fine lines of bond, text and cover.

The up-tempo contemporary color array of Circa 83® and Circa Select. The subtle texture of Fabrica® The elegant feel of Plover® and Eagle-A® And the distinctive touch of Fox River®

Let your quality show. Put your letterhead and signature on the Fox River paper and for free samples of the paper of your choice contact our Marketing Department.

FOX RIVER
PAPER COMPANY

P.O. Box 2215, Appleton, WI 54913 (414) 733-7341

Circa '83® Text, Arctic White, Sub. 80

Please send me more information and samples of the following Fox River Papers:

- ☐ Eagle-A
- ☐ Circa '83
- ☐ Plover
- ☐ Circa Select
- ☐ Fox River
- ☐ Fabrica

Please check the category that best describes your job/company:

- ☐ Design/Art Studio
- ☐ Printer
- ☐ Advertising Agency
- ☐ In-house Agency
- ☐ Paper Merchant
- ☐ Other _____

NAME

TITLE

COMPANY

STREET ADDRESS

CITY STATE ZIP

Fox River Paper Company
Marketing Department
P.O. Box 2215
Appleton, WI 54913

est merchandise in the field. Don't come in and say, "How are you? I was in the neighborhood." We get a lot of that, and it doesn't help us to acquire useful information.

Carpenter: In very simple terms, paper merchants do not market. They come and knock on the door and say, "What do you need this week?" That's basically what they do. No one comes in and says, "Do you have any problems and how can we solve them?" They don't market.

Most merchants don't know our business. The few that do, sell a whole lot more paper.

Brand: In all fairness, paper sales people have an interesting challenge here. We say they should become familiar with our operations, which means, in effect, that they should be talking to people outside of our purchasing departments. The simple fact is, if a supplier is trying to find a preferential advantage for his company's paper stocks, he would be much better off dealing with the people in our creative and technical departments who can determine why a particular stock might be good.

NAPL: *What are the deciding factors in continuing or dissolving an ongoing relationship with particular merchants?*

Carpenter: One of my pet peeves is pricing. We're in Topeka, 60 miles from Kansas City. We have merchants from Kansas City calling on us, as well as two merchants from Topeka. We have to watch every price, every minute, or they'll quote a price that is not a delivered price! When we actually order the paper we're told that it has to come from some other distribution center and will cost up to 7–8% more! I would like to see suppliers stop this practice.

Moore: There are two things that have always stuck in my craw with paper merchant relationships. One is the 24 hour hold that is renewable *ad infinitum* for some reason. The other is extended credit to price cutting printers.

If two printers are bidding a job that has to be done on special paper, both will put the paper order on hold. Then, if I get the order and my competitor doesn't, he still renews his hold. Everyone knows he didn't get the order, and yet the merchant renews the hold.

I'm also tired of financing the printer down the street who doesn't pay his bills. I discount my bills to the paper merchant, and he extends credit for 90–120 days to the competitor. I'm constantly losing orders to him because he cuts price on paper. In effect, the paper merchant finances them right into Chapter 11. Within a short amount of time, they're back in business, competing against us and cutting prices, while we're still discounting our paper bills.

Horst: The whole problem centers around two particular ideas—communication and customer service. We find a definite lack of consistent communication between our purchasing department and paper suppliers. The suppliers are not providing information on a timely basis, or it's inaccurate, or so nebulous that it's not helpful.

Our people are also finding that the merchants are slow in handling claims and fail to notify us about delivery delays. It's as though they walk in the door, sell us a product and then disappear.

In our end of the business, we're selling service. I think our suppliers should do the same.

NAPL: *Do you all agree that communications and customer service are the most important factors?*

Brand: They're important factors. A good paper merchant is no different than a good employer, customer, or anyone else. If they're straightforward and have an honest relationship, we're going to get along just fine. If they get tricky, we're not going to have anything more to do with them. It's as simple as that.

Moore: Service has to be number one because that's what we're selling to our customers. Here's a positive example from one paper house in Portland that others can learn something from.

This merchant stays open until seven or eight o'clock at night and has someone answering the night phone. This is an enormous help for printers who get an order at five o'clock and go on the press at seven.

Now, that's service. We pay them back by ordering through that particular house because their service is important to us.

NAPL: *How effectively do you think merchants represent the various mills? Are they simply order takers or do they sell the finer points of the mills?*

Horst: It depends on the person. There are some excellent sales people and some excellent order takers. The best possible world would

William Banks

Because we are not in a major metropolitan area and not a large printer, we're not the first ones to get samples. However, when merchants do make a consistent effort to keep us abreast of new products, we will certainly reciprocate.

William J. Moore

Service has to be number one because that's what we're selling to our customers. Here's a positive example . . . this merchant stays open until seven or eight o'clock at night and has someone answering the night phone. This is an enormous help for printers who get an order at five o'clock and go on the press at seven.

have one person with both characteristics.

Banks: In our situation with text papers, our merchants do a pretty good job of handling and providing information. My impression is that some of the sales representatives should have more knowledge concerning coding problems, particularly in technical areas, such as coverage and ghosting.

NAPL: *What about mill representatives? Are they helpful or do they just complicate the situation by way of their third party status?*

Moore: When a mill rep looks you in the eye and says, "A quarter inch trim is within mill tolerances," I don't believe the mills are being helpful.

We buy a million dollars worth of paper from 5–10 mills, but to each of them we're a very small drop in the bucket. So, we deal with the mills through our paper merchant.

Banks: My perception is that the only time you see the mill rep is when there's a problem. That's not good for establishing a positive relationship. However, there have been exceptions to this.

Brand: I agree. It's counter-productive when a mill rep only comes in for problems because, nine times out of ten, he says it's the press crew's fault, or the humidity, or the ink. According to him, it's never the paper stock.

By the time you reach a compromise or agreement, you've jumped through so many hoops that any possibility of good public relations has long since been betrayed. I don't mean to sound negative, but if a merchant or mill rep is going to settle a paper problem, I recommend it be settled fast so the printer can get on with the job.

Carpenter: Here's a typical scenario: We get a special job that develops a stock problem on press. We fight it through because of our customer's deadline.

Now, you get back to the merchant the next day and it takes an additional two days for the mill to react. The mill rep finally comes in and the first thing he says is,

"How come you didn't stop the job, or call me when the problem was happening? You just shouldn't have run the paper at all. We would have been glad to replace the paper at the time, but we can't tell from the trash anymore what the problem was." It's a defensive attitude.

He doesn't say, "What can we do to help you? Here's a number to call us next time so we can solve some of the problems on the phone."

The answer you need from your merchant is, "We'll go the extra mile with you."

Moore: You'll never understand how I feel when I see a mill rep, briefcase in hand, say, "Ink caused the blade mark on every fourth sheet." It isn't a likely scenario.

NAPL: *Do you actively try to discourage your customers from buying their own paper?*

Brand: We try to enlighten them on how advantageous it is for them to deal directly with us.

Moore: We'll take all of the responsibility for customer orders if they let us. That's a part of the service we were talking about.

Paper merchants should do the same thing, just as a trade bindery, if you use one, takes full responsibility.

NAPL: *If customers normally supply their own paper, do they tend to do so before even talking to their printers about the job?*

Moore: It's a case of "the spouse is always the last to know." Quite frequently, the printer is the last one to know there is a very important or complicated order coming up.

The customer will notify the designers, their accounting department—everyone. Then they'll put the job up for bids and give the printer three days to produce something they've been working on for five months! It's not at all uncommon.

Banks: The point should be made that early in the planning process, the printer can be a valuable consultant to the customer about what types of paper are needed.

NAPL: *Do any of you have problems with merchants delivering paper purchased by your customers?*

Horst: We get shipments with no markings or identification, and I'm not talking about small orders. The delivery isn't marked according to the publisher, customer, job number or anything. We supply all that information to the merchant, but suddenly, nevertheless, a mysterious truckload of paper with no markings arrives at our loading dock.

We have quite a few customers who supply their own paper and it multiplies our problems. If you have damaged stock or any other paper problem, you have to go through three or four different processes to get it rectified, and it's never rectified to anyone's satisfaction. We end up looking like the bad guys, because it's considered our fault if the job's late, even though the customer purchased the paper.

The only good thing that comes out of these situations is that several customers come back to us and say, "Would you please buy the paper?" They learned their lesson when they got burned too many times.

NAPL: *Is that a merchant's problem or a printer's problem?*

Brand: It's naive to think that the paper merchant is going to educate people on how to circumvent him by buying only through printers. There are so many paper people out there and the competition is tough.

As a printer, I am frustrated on occasion when merchants sell directly to my customers. Not only for the reason cited, but because when you let a creative person make the paper determination, you invariably invite trouble. Creative people don't generally have the technical understanding to realize what's going to happen when their "pretty" paper goes on press.

Take this hypothetical situation: A paper merchant sells stock to my customer. I have a problem on press and turn to the customer, who, in turn, defers to the paper merchant. The paper merchant takes the position that the stock is fine and it's a press problem. Now I'm right in the middle of the ruckus.

Carpenter: That's where some of my disagreements with merchants occur. If there is a problem, they don't try to solve it initially. They try to go around us, to the customer at times, hurting our customer relations that we've built. Of course, those are the people you stop dealing with.

Moore: It's kind of pathetic that we can't seem to develop a harmonious interrelationship between the customer, printer and supplier. It would make for the best possible job and be fair to all parties involved.

The reason we're talking here right now is because a harmonious relationship does not exist to the degree that it should.

I'd like to mention a particular Aesop Fable about a dog with a bone in his mouth. The dog looks down into a pool of water and sees a bone. He drops the one he has in his mouth to pick up the one in the water and loses everything! Sometimes, I think, paper merchants put themselves in a similar situation.

NAPL: *Do you have any recommendations?*

Banks: Regardless of who supplies the paper, the paper trade association or a mill should put out a manual defining the steps required to supply proper documentation of a complaint. We often hear, "You didn't supply such-and-such information, and, without it, we can't give you full credit on a couple of skids of paper."

If there were a standard procedure or instructions about what a printer's supposed to do when problems occur on press, then perhaps there would be a better understanding between printers and mill reps.

Moore: It's the first time I've heard of the concept, and it makes so much sense. The paper mills should give us specifications on the kind of information they want from us. Do they want tape pulls? How many? What size? How many sheets? What sequences do they want? Each mill probably has different requirements.

If each mill and paper house would furnish that information, it would be a help. I don't believe it's an invitation to trouble, but an invitation to cooperation.

Carpenter: We have to understand that with merchants, we're the ultimate buyer sooner or later. The printer has to be treated as a buyer even in the situations when customers do direct purchasing.

NAPL: *What new services would you like offered that are not part of your regular merchant service?*

Carpenter: I would like them to provide a packaged product that enables us to monitor both count and quality. We have problems receiving the paper correctly and in weighing. In most cases, we run off skids and the skid markers and tabs are never in the right places.

The way paper people account for paper makes our internal waste and receiving accountability much more difficult than it needs to be. The paper merchant ships by the pound, and the mill will only guarantee the paper to certain tolerances.

My conversion book says there should be

Lee Carpenter

We have to understand that with merchants, we're the ultimate buyer sooner or later. The printer has to be treated as a buyer even in the situations when customers do direct purchasing.

Quality Reporting/A Must for Merchants, Printers

The National Paper Trade Association, with the cooperation and support of the National Association of Printers and Lithographers, Printing Industries of America and the National Association of Printing Ink Manufacturers, created a "Quality Report" form designed to document problems in the printing process. (A camera-ready copy of the form may be found in the reference section of this magazine and is available for all to use.)

The purpose of the form is to gather information on the problem before the details are lost to time. The form has become a standard in the merchant community through its use, and many paper mills have accepted it in lieu of their own forms. Quality reporting is a necessary ingredient in problem resolution. Through the use of the form, all involved in a claim can be better informed and a settlement can be reached more quickly.

David Horst

We have quite a few customers who supply their own paper and it multiplies our problems . . . The only good thing that comes out . . . is that several customers come back to us and say, "Would you please buy the paper?"

150,000 pieces, but then, all of a sudden, we come up short. There's really only 140,000 and now I have real problems. When I complain, the paper merchant will say that the deficit is within tolerance because they're allowed 2–3% variance on paper. The result is that I just gave away 2–3% of my profit because the paper merchant was selling me in pounds and not sheets.

NAPL: *Does anyone else have problems with that?*

Brand: Sure, we all do, but I'm never quite sure whether the problem stems from difficult accounting or whether we should keep the inventory under lock and key. In all due respect, if you're experiencing an awful lot of shrink, it's difficult to pinpoint the source. I suspect a reasonable share of it is acquired by moonlight requisitions or to compensate for the fact that the pressman blew part of the job.

NAPL: *Has computerized inventory control on your site affected your purchasing habits?*

Horst: Very definitely. You can't inventory if you don't know what you've got. We run the gamut of almost every kind of paper stock and it's difficult to keep track of that much variety. We instituted a bar code system and were able to cut our inventory substantially and yet have enough on hand to meet customer demands. The system also helps us keep track of customers supplying their own paper, since we do charge for storage.

Carpenter: We're not on a computerized system, but we have someone dedicated to handling inventory. We found out it was worth the investment to have that one person keep our documentation up-to-date.

NAPL: *Finally, what are some important characteristics displayed by your current merchant that help sustain a positive relationship?*

Banks: There's one merchant in our area who is open almost 24 hours a day. It's a Godsend on occasion. I'm sure there are 400 printers in the Atlanta metropolitan area who are willing to pay for that service, and yet I'm only aware of that one merchant (out of four or five) who does it.

Brand: Here's another example of something that's worked our very well for us. An enterprising merchant came to us and said that if we could guarantee, on an annual basis, the purchase of a given amount of paper with certain characteristics, he would open a distribution warehouse in our immediate vicinity.

It was a very fine company, and we worked out an arrangement. We agreed to buy $5 million worth of a specific stock at a good discount price during the year. As a result, they located a warehouse 500–600 yards from our plant and deliver into our building immediately upon demand. It means we have a just-in-time arrangement with very little effort involved.

Another advantage is that it saves us space. If you have to take in a 50 skid order and hold onto it for a month, you've got a genuine problem. We're as crowded as most printers, so this arrangement lets someone else hold the inventory and deliver to us as we need it.

NAPL: *How long has this arrangement existed?*

Brand: A couple of years. The original idea worked out even better than we initially anticipated because we leased them a part of a warehouse we already owned. It's worked out to be good for both parties.

I must say it proved mildly traumatic to some of the competing paper houses. The arrangement literally took them out of consideration for that particular stock. On the other side of the coin, I've always been quite insistent not to cut off other good sources of supply. I check on this periodically and our tonnage to the other paper houses hasn't suffered in any way because of this arrangement.

I feel very strongly that printers and paper merchants are in this thing together and we should maintain just as good a relationship as we can. This distribution warehouse arrangement is just one example of what a paper house can do if they really want to get progressive.

NAPL: *Thank you very much, gentlemen.*

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Introduction to press components. Hands-on press run with coated and uncoated papers. Press problems and solutions.

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Printech Week at RIT Develops Paper Representative Role

Understanding the nuances of the paper and ink relationship—the two variables that have significant impact on printed material—became a reality for 24 participants enrolled in the most recent Printech Week held October 27 through 31 at Rochester Institute of Technology. The 40-hour program was held at the Institute's Technical and Education Center of the Graphic Arts, and co-sponsored by NPTA.

The week-long workshop (the most successful in the program's three year history) gave printing paper sales people and their managers a solid background in graphic arts technology with plenty of hands-on press work. While Printech Week does not attempt to turn participants into printers, it does give them a better understanding of their customer's business.

Because paper is the biggest expense after capital investment for printers, they often look to the paper first when a problem arises. By learning what happens during the entire printing process, paper sales-people are better able to assess what is actually happening.

To gain that understanding, participants produced a printed brochure from the first thought to the finished product. In doing so, participants encountered all aspects of the offset printing process. The eight-page signature (with the participants' photograph on the cover) was taken through every step of development: mechanicals, typesetting, scanning, proofing, photographing, negative stripping, plate making, running of the press, assembling and binding.

The T&E Center purposely created problems on the press so Printech participants could experience actual problem-solving situations—problems with ink consistency, water balance, scumming and binding—all of which are often magnified by some paper characteristics.

From the very beginning, the importance of design to total reproduction was stressed: how heavy solids printed opposite halftones can create major problems, and how improperly calculated margins can result in bad bleeds, for example. Participants encountered the problems inherent in controlling four-color work while reproducing black and white at the same time. They also saw first-hand the difficulties special papers present printers.

First Row, L-R—Denis Healy, Consultant; James Martin; Fred J. Bunegar; John W. Lowe; Robert San Miguel; John R. Higgs; Kathy Simms, M.U. Staff; Bric A. Wheeler, M.U. Staff; *2nd Row, L-R*—R. Macy Harris, III; Jack P. Smith; Dennis L. Wheeler; Brian R. Johnson; *3rd Row, L-R*—Thomas J. MacDonald; William C. Duggan; Joseph R. Ryan; *4th Row, L-R*—Philip R. Jones; Frank J. Chesnos; Les Steers; *5th Row, L-R*—Lawrence E. Koverman; Cay Bohnsack; Mark L. Steiner; *6th Row, L-R*—Richard E. Powell; Walter S. Scott, Jr.; David J. Donati. Not present when photo taken: Frank E. Campbell.

These and other situations built into Printech Week addressed many of the problems confronting printers every day. With first-hand knowledge of what actually happens in printing, paper representatives become more effective as links between the designer and the printer.

Director of industry education, Charles Layne says one of the program's unique aspects is the T&E Center's position as the industry's window to RIT's special resources, including facilities and faculty.

"It's almost impossible to get access to RIT's screen printing lab, electronic imaging lab, bindery lab and state-of-the art presses without the T&E Center," Layne says. "We put industry professionals in direct contact with RIT faculty, who are acknowledged experts. For instance, Bill Eisner, director of research and development and just one of the many instructors participating in Printech Week, has 30 years experience in the paper industry.

Continued on page 63

New High-Tech Printing Methods Impact on Paper: A Technology Review

by William C. Lamparter, president, PrintCom Consulting Group

William C. Lamparter is a well known printing industry analyst whose company specializes in technical-economic evaluations and the development of business and marketing strategy for printers and suppliers to the printing industry.

New market requirements, increasing competition, and the availability of an evolving range of high tech production equipment are combining to change printing production from a craft-dominated, manually-controlled series of operations into an automated flow line manufacturing business.

Print buyers are stressing the need for higher and more consistent quality as they increase their use of spot, process and special colors as well as on-press coatings. At the same time, print buyers in almost every segment of the industry are demanding faster turnaround times—shorter production schedules with a high degree of on-time delivery reliability.

Paralleling general marketing trends, the end use market for printed products continues to fractionalize—more specialized or targeted items for highly defined and frequently limited audiences. The net result for the printer is shorter press runs but more individual jobs.

Narrow Cast Market Requirements

To meet merchandisers' and publishers' requirements to create products for these "narrow cast markets," on-press or in-line finishing is growing and more specialized techniques are being utilized in the binders.

One example of these market-demand technology-possible specialized techniques is the increasing use of personalization using ink jet and laser computer controlled imaging devices. Direct on-the-product ink jet labeling, sometimes coupled with individualized messages, is rapidly replacing the more traditional paper-glued-to-the-product labeling.

In the U.S. catalog merchandising field, the ability to address both the catalog on the outside and the order blank on the inside with the recipient's name, address, and other coded data has become a virtual must. The ultimate in personalization has been experimentally tried by some magazines individualizing by ink jet imaging what would otherwise appear to be a run-of-the-book advertisement. These and other techniques that customize the printed product in some fashion are expected to find increasing use in 1987.

Changing Inventory Policy Impacts

Some printers, particularly those in the folding carton, label and package insert business are beginning to be asked to make smaller, more frequent deliveries. As print customers implement overall inventory reduction or just-in-time inventory strategies, the requirements of these programs are being applied to their print purchases. In these circumstances, printers are frequently being told that they must maintain previous pricing and cannot charge a premium for the more frequent delivery requirements.

In essence, printers are being told to improve their own materials management practices. This is a trend that we expect to become more visible and to accelerate during 1987. The printers' response to these market-driven requirements will impact on paper manufacturers and merchants.

Increasing Competition on Two Fronts

The importance of individual printers being able to respond to these new and changing market requirements is underscored by the growth of competition from both alternative media and from within the printing industry itself.

A characteristic of the "new high tech" is that much of the new equipment is more productive—on almost any basis of measurement—than the hardware which it is replacing. As the industry has technologically updated itself, capacity has increased at a rate faster than the industry's overall growth.

At the same time, the industry is experiencing increasing competition from the electronic media. For example, during 1987 some forms of consumer cataloging may be challenged by the growing phenomenon of home shopping via cable TV. It is clear that advertisers and information publishers have a widening variety of media choices in addition to print.

Printers Respond to Changing Requirements

Many printers have responded to the changing requirements of the marketplace by re-equipping themselves with state-of-the-art machinery designed to improve quality while increasing productivity through the utilization of computerized process control techniques. Front end, pre-press and press developments in the traditional printing industries focus strongly on the production of multi-color and process color work.

This reflects the increasing demand for multi-color work. The volume of both spot and process color work produced by commercial printers is expanding at the rate of about 10% to 12% real growth annually. Black-and-white or single color commercial printing is declining at the rate of about 2% to 4% per year in terms of absolute volume.

The growth in color is fueled by both market demand and the printing industry's ability to continuously improve color quality while simultaneously reducing production costs. The fact that color is easier and less expensive than ever to produce, further stimulates the market demand for multi-color work.

Single Color Volume Shift

The decline in commercially produced single color work is the result of two factors—one technical and one-market driven. The growth in color comes partially at the expense of single color work. It is a matter of product substitution. That is, the buyer switches his purchased end product from a one color to a multiple color job, resulting in a growth in color and a decline in single color work. This is the market-driven aspect of the change.

The second factor in the apparent decline of single color work in reality represents a shift in where that work is produced. The new imaging technology—electrostatics, laser printing and the automation of the process—makes it easier and easier for the creator or user of the printed product to produce it himself. Thus, the single color decline that shows up in commercial printing statistics partially represents a migration of work to the customer because technology developments provide cost and convenience advantages for the do-it-yourselfer.

Analysis of the in-plant market indicates that single color work is growing at a rate exceeding the commercial printing industry's decline in this category. Therefore, overall single color work is in fact growing, but it is "lost business" for the traditional commercial printer.

From the perspective of a paper supplier, the increase of single color production in the in-plant market offers continuing growth opportunities. The increasing use of color presents a growing challenge to paper manufacturers. As more individual colors with increasingly heavier coverage are laid down on both sides of the sheet, further consideration needs to be given to the printability of the paper and then to the sheet's handling and finishing characteristics in order to produce the product on high speed in-line finishing equipment.

Capital Substituted for Labor

Almost without exception, the new machines, methodologies and technologies are aimed at improving productivity and increasing quality by reducing the number of manufacturing employees required, and enabling machines to produce products with less dependence on adjustments made by their human operators. Smart scanners, intelligent dryers, thinking presses and no-operator-required handling devices are all in the catalog of currently available graphic arts equipment.

Once an industry that combined the delicate

The industry is experiencing increasing competition from the electronic media.

Out of the maze of desk-top publishing and related technology there are several clearcut trends emerging.

touch of the artist and the highly honed skills of the apprenticeship-trained craftsman with manually-controlled manufacturing, today's world of printing production is one of process controls based on microcomputer technology.

Electronics and the computer have become a part of everything from cameras and film processors to hand-held densitometers and sophisticated image processing and assembly systems. The computer is embedded in presses and in bindery equipment and is the heart of today's management information systems. The computer-on-a-chip in conjunction with sensors makes automatic adjustments or provides numerical data enabling an operator or a technician to monitor the production process. A clear trend has emerged of improving print productivity and increasing quality by substituting capital and technology for labor and human judgment.

Evolutionary Versus Revolutionary

While some of the new developments are evolutionary enhancements of traditional reproduction technology, others shake the very foundations of the industry by introducing entirely new concepts as to where, when and how a printed product is produced or where some major step in the production process is accomplished.

Although all aspects of printing production are affected, the application of electronic information handling and processing techniques to pre-press functions, from the generation and recording of ideas to the making of a printing plate, is the leverage point of change that will eventually reach into every printing plant or reproduction facility.

Both the evolutionary and revolutionary trends in the front end of the printing process have a major characteristic in common—they are resulting in a continuing movement of front-end production out of traditional graphic arts manufacturing channels back into the control of the editorial and artistic or graphic functions. Traditional manufacturing processes are being integrated into the creative process. These first stage of the printing process changes impact on author, artist, editor, publisher and printer alike.

Desktop Publishing Phenomenon

Nineteen eighty-six saw the birth of a phenomenon dubbed "desktop publishing"—a catch phrase used to describe the computer-based changes taking place in the creation and manipulation of text and graphics in the front-end process.

The desktop computer, including Apple McIntosh and IBM compatible PCs as well as the more powerful engineering workstations such as IBM RTs and Sun Microsystems terminals are the foundation of the desktop publishing concept. But what converted advanced word processing to publishing was the development of the laser printer.

Most desktop publishing systems are arranged so that text is input and graphics created on the PC or engineering workstation and then output either to a relatively low cost laser printer or to a conventional phototypesetter.

In addition to creating graphics on the PC, graphic material may be lifted from other databases that can be PC-processed. This information is then incorporated into the document being typeset. Graphics created outside of the system may be entered through the use of a digitizer or scanner. Low-end digitizers are available for under $5,000 while high-end equipment is priced between $20,000 and $50,000.

Once text and graphics have been input and integrated into a page format, the material may be output either on a laser/electrostatic printer or through a phototypesetter. Some view the laser output device as primarily a proofing machine while others see it as a final output device that supplies camera-ready mechanicals. With laser printers now spanning the range from 300 to 1,000 dots per inch (DPI), proof or final output at varying degrees of quality is feasible. Another group of users sees the laser printer as a short run printing press—a part of "on-demand" printing systems and the trend toward increased single color in-plant volume.

Out of the maze of desktop publishing and related technology there are several clearcut trends emerging:

- No matter what typesetting approaches are utilized, the vast majority of all text will be generated on a word processor—either directly input by an author as a part of the creative process or transcribed into a system by a secretary who may be combining dictated information with handwritten notes or what have you. The word processing phenomenon is virtually universal.
- Once input into a word processor, a keystroke should never have to be repeated in the author-to-typeset output processing of material.
- The entire concept is new and still evolving, but the market demand for products that will increase the span of control over the editorial

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With the PC microchip developments that are in the pipeline, it's clear that we have only seen the tip of the iceberg.

and artistic product, shorten production cycles and make revisions practical and economically feasible, even at the last minute, has clearly been established. While some systems are being purchased on the basis of cost reductions, control, timeliness and convenience are the more critical factors.

- Although some have characterized the approach as amateur publishing or typesetting, this view of the market is a short-term comforting illusion—the demand is clearly coming from a broad range of users that reaches into the professional-for-profit publishing ranks.

- The proliferation of both hardware and software suppliers makes system selection a difficult task—but it is resulting in a flow of improvements and cost reductions.

While desktop publishing may not be as easy as the ads and popular magazine articles make it sound, it is not so difficult that the phenomenon is going to go away. And with the PC micro-chip developments that are in the pipeline, it's clear that we have only seen the tip of the iceberg. Desktop publishing is going to get easier to do with improved quality, further stimulating the migration of front-end preparation from the traditional graphic arts plant to the author, artist and creator—that is a trend that will continue into the 1990s.

Image Processing Developments

Recent developments in the highly sophisticated and computerized world of color image processing by Scitex, Crosfield, Hell, Eikonix and DS America have emphasized increased systems capability, ease of operations and reduced capital investment cost.

In brief, color image processing system capabilities are being expanded and enhanced, while systems have become less costly and less complex to operate. Scitex in particular has led the way in taking their systems out of the "clean room, white coat, special environment cocoon" into devices suitable for the more general office environment.

An increasing number of publishers are studying the new generation of equipment for possible installation in their editorial and artistic offices. The motivation is to gain greater control over all front-end processing—taking it out of the hands of the printer and putting it into the creative side of the business.

A Technology Collision

An analysis of computer graphics development trends suggests that 35mm slide and business graphics production methods, desktop publishing, the creation of TV imagery and graphic arts image processing approaches are on a collision development course that will eventually lead to the similar but somewhat different approaches being blended and used as the basis of a new all-electronic, graphics front-end from artistic creation to platemaking or direct digital printing systems. The tide is clearly moving in this direction, and, in this analyst's judgment, the question is no longer if, but when.

While there are a number of graphic arts-oriented systems that now incorporate some aspects of video technology, Sony's demonstration of a prototype video-based electronic picture processing system at the American Newspaper Publishers Association Exhibition and, more recently, at PIA's Materials Management Conference, was an interesting harbinger of all-electronic front-end systems to come.

The All-Electronic Front-End

The Sony system is made up of a series of already available standard components combined with new specialty devices arranged so that the system can process pictures electronically in several modes from single frame photography through color video raster image (unscreened) color separations.

The system demonstrated by Sony enables a photographer to take a video picture in the field and transmit it back to a main office, using either high speed digital data lines or, when necessary, standard telephone lines as might be available in a cellular automobile phone.

The images are received at a main office where they may be reviewed and immediately processed or archived onto a one-write video disk storage system. In addition to field photography, the array of available hardware makes it possible for video images to be taken from "off-the-air TV transmissions" or from reflection copy or slides.

The most fascinating portion of the video technology demonstration was the Mavigraph printer which will produce a reasonable quality color print on paper in three minutes at the TV resolution of 512 lines in a fixed print size of 4 5/8 inches high by 6 inches wide. This print can then be used to create color separations in a normal fashion. The end product quality shown was in the range of good newspaper process color.

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Video Color Separations

Shown in prototype form was a specially modified version of the Mavigraph printer that produced color separations by converting the red-green-blue (RGB) TV color data to the graphic arts industry yellow-magenta-cyan-black (YMCB) data. The color separations are produced as four individual black paper prints that must still be screened and converted to a negative for conventional stripping and use. While electronically complex, the total system appears to be easy to use with no special skills required.

In commenting on these and other similar developments all designed to take, handle and process color images through platemaking without the use of film, ANPA technical vice president William D. Rinehart said, "It is my opinion that ten years from now we will look back at 1986 as the start of a new revolutionary era in all-electronic picture processing."

Press Still at Heart of Industry

While electronic front-end developments offer the greatest possibility of significant changes in the short term and radical, structurally upsetting changes in the long term, it is still the printing press that is the heart of the industry.

There is an increasing availability of printing process control instruments and devices that measure, sense, compare, calculate and automatically adjust or provide information enabling an operator to control the production process from a console. This was the underlying technical trend embodied in many of the new or improved press and related equipment products introduced to the industry during 1986.

Many of today's "new-breed scientifically-oriented" printing managers consider controls and peripheral devices to be more important in achieving productivity and quality than the printing units themselves. Equipment that shortens makeready times, reduces running waste and helps to maintain consistent quality are generally viewed as the most important.

At the Drupa Exhibition in Dusseldorf there were demonstrations of what is coming close to the totally automated offset process with closed loop inking and dampening systems. What is in the works for 1987 and beyond is the further development of these printing press process controls, making presses easier to operate while producing quality at high speeds. The paper manufacturer must consider the possibility that new paper requirements will emerge as both sheet and web press speeds continue to move up.

The New Flexo

One of the most interesting press developments of 1986 was the improvement and growing acceptance of flexography as an alternative printing process for the newspaper industry. A major free-standing newspaper insert printer and at least one directory printer have also committed to flexography. In addition to these specialty areas, the continued rapid development of newspaper flexo has long term implications for some segments of the commercial market.

Flexography appears to solve two of the newspaper industry's nagging production problems—excessive paper waste and ink rub-off. The key is that newspaper flexo utilizes waterborne inks which dry on top of the sheet rather than penetrating into the paper. Colors are sharp, crisp and vibrant.

Papermakers need to monitor the progress of newspaper flexo so as to understand the implications of the process as it is further improved and increases its potential for utilization in at least some segments of the commercial printing industry. It is this analyst's opinion that, while it will happen slowly, the "new flexo" will spread to other applications beyond newspapers and similar products.

The Color Proofing Wars

The predictor and, to a degree, the control in the output of the printing press—the color proof—received major developmental attention during 1986. After several years during which a few approaches to proofing dominated the industry, a race has broken out among the manufacturers to bring new, improved and digitally based systems to market.

With over sixty entries in the field, the "color proofing wars" can be expected to continue into and beyond 1987. It's all a part of bringing more science, predictability and repeatability into the printing production process.

Cut, Stitch, Fold by Computer

Computers and microprocessors are infiltrating bindery equipment to improve both productivity and operational versatility. Continuing a trend that became very evident at Print'85, bindery equipment has been developed to specifically handle short run and long run work as well as to meet the needs of small, medium and large operations, making it possible for different size companies with varying run lengths to provide bindery services on an almost even basis.

The paper manufacturer must consider the possibility that new paper requirements will emerge as both sheet and web press speeds continue to move up.

Eventually, all mills and merchants will need to identify their materials shipments with bar codes.

Cutters, folders and saddle stitching equipment shown at Drupa were in an order of magnitude more productive than the equipment shown at this international extravaganza just four years earlier.

In what was one of the more dramatically visible changes in the bindery, both Muller-Martini and Ferag showed improved versions of their automated palletizing equipment utilizing a wheel or disk concept. In this approach, which was also shown at the ANPA Exhibition, a stream of products coming from a web press is wound onto a wheel for storage until the product is needed in finishing or distribution operations. When the product is required in the bindery, the process is reversed, the wheel is unwound, and the product is fed directly into bindery hoppers.

Although some consider this to be more of a materials handling development than true finishing equipment, it is, nevertheless, of interest to bindery operators because of its potential to link the bindery with storage areas and the press, reducing handling damage as well as labor. The approach, which has initially been used by newspapers, is being further developed and refined with the expectation that it will be applicable to magazine, catalog and commercial printing operations.

Materials Management Emerges

Not to be overlooked in the onrush of printing technology developments is the emergence of materials management as a major new factor in printing production. While materials management encompasses a broad range of activities from materials selection, handling and ultimately, scrap disposal, most visible to the paper industry is the development of bar coding controls and electronic manifests.

With the development of a variety of automated data collection devices designed to provide input into printing management information systems, the use of bar code identified materials including paper—both rolls and skids—is expected to increase dramatically by the early 1990s. Eventually all mills and merchants will need to identify their materials shipments with bar codes in a structure that provides for easy, and in many cases, automated reading.

More broadly, the whole area of materials management can be expected to develop, particularly as printers realize both the necessity and benefits of reducing their inventories, while at the same time remaining responsive to the reduced production time cycles permitted by their customers. It's an area for paper suppliers to monitor and help develop in conjunction with their printing customers.

The Impact of Technology

Technology that enables the printer to produce an ink-on-paper product faster, with emphasis on the ability to cost effectively reproduce color while improving quality by reducing operator judgment and skills, is increasingly available as techniques developed primarily in other industries are transported into the graphic arts. Technology is what keeps print competitive in the face of a widening array of alternative information dissemination media.

Advances in printing production technology are being absorbed by printers at varying rates. This is, in effect, creating two broad classes of printing companies—the haves and the have nots. The have nots are finding and will find it increasingly difficult to compete with the haves. The competitive situation within the industry is increasing, in part because of over capacity and in part because of differences in the application of technology.

Technology represents both a threat and an opportunity for the printer. Our analysis strongly suggests that, while the opportunities are virtually unlimited, many printers are mired down in a swamp of technological hesitation and are failing to seize the available opportunities. One of the biggest dangers to a printing company is to be infected with the disease of technological procrastination and confusion caused by the infection of claims and counter-claims by manufacturers and of varying interpretations of the industry's technological and competitive directions.

The development of this situation has been much in evidence at recent congresses, symposia and exhibitions. Today's high speed persistent push of technology places a premium on professional management that can keep one eye on new production developments and the other on its marketplace. It places a premium on the support that printers can obtain from their suppliers such as the paper industry.

Those printers that fail to recognize the implications of the new wave of technology are setting themselves up for disastrous failures. Those that learn how to manage the intruding technology have an unparalleled opportunity for growth and success. The same situation exists for suppliers to the manufacturing printer.

What Buyers Want Printers to Know About Paper

This Special Report was first published in January 1983 by the National Association of Printers and Lithographers (NAPL) and is still a valid explanation of the subject. Authored by the late Charlie Morris, formerly of Saxon Paper, the report is valuable to printers and paper people alike. A portion of the report is printed here by permission of NAPL. The full text may be obtained from the Association at 780 Palisades Avenue, Teaneck, NJ 07666.

People in printing are expected to recommend the one best paper for the purpose—best functionally, most economical, best aesthetically. They are expected to recommend the best value for the money. They are expected to recognize, identify, and then locate any paper the printing job requires.

Interpreting further, they are expected to assure their customers that the paper they recommend will possess the following qualities in balanced relationship:

1. Proper surface for the process.
2. Proper surface for the needed reproductive values.
3. Proper surface character and finish to assure truest reproduction of the artist's rendering.
4. Proper surface character and finish to provide highest fidelity of the camera art.
5. Proper surface character and finish for the several families of type faces.
6. Proper surface for after-printing finishing: varnishing, lacquering, laminating.
7. Proper strength qualities, such as wearability, foldability, tearability, eraseability. Proper strength characteristics for die-cutting, for embossing, for the unusual handling chores in binders' plants and for actual end-usage.

"There's no place for second-guessing paper selections once the paper has passed through the printing press," was a note of warning from one printer asked to comment about the effectiveness of paper salesmen. Then the printer went on: "We believe we have a perfect right to expect representatives of paper merchants to guide us in the proper selection of paper. We have our own ideas on the subject but we like our judgment confirmed. Also, we expect to be told when we've made a poor selection." *The same could be said by consumers about their printers.*

Printers are quite clear in answers to the questions put to them about their interpretations of *best values.* They say they hold their paper salesmen responsible because, as one buyer of large quantities of paper expressed it, "This is where the paper salesman can be very definite about his recommendations. His experiences with a host of other printers is base enough for him to know where of he speaks."

These are some of the questions about *best values* that properly concern buyers of paper in print shops.

1. Can we use a paper that is less expensive, yet will help achieve the same results as more costly papers?
2. Are there any new papers on the market that serve the purpose better than the old?
3. Can we use a lighter weight paper and yet achieve the same results?
4. What is the whitest paper on the market?
5. What is the brightest paper on the market?
6. What is the most opaque paper, weight-for-weight?
7. Have we given groundwood papers the consideration they deserve? Can they be used as replacement for some other papers of superior quality?

Buyers of printing expect their printers to offer believable replies to questions like these, and many more about paper and its relationship to their individual paper requirements.

Printers are also expected to know the answers to such questions as the following:

1. What's new and different?
2. What's new, and what is more economical?
3. What's old and more useful; what's old and more economical?
4. How can I get more paper for my money?
5. How can I use colored papers to better advantage?
6. What's available in off-beat, unusual papers?

Since printing buyers expect their printers to be *headquarters* for paper knowledge, how do you learn to function in that role?

First, become possessed with one idea: *The Job Determines the Paper.*

The idea is as good as new and will continue

NAPL: Service to Printers

The National Association of Printers and Lithographers (NAPL) is a nonprofit graphic arts trade association. Founded in 1933, the Association has grown from a small group of pioneer offset lithographers to over 3,600 member firms.

Following the goals of its founders, NAPL is dedicated to serving the industry by providing management, education, training, publication and consulting services. NAPL's well-known *Blue Book* hourly cost studies, Executive Certification Program, *Quarterly Business Indicator Report* on economic trends, and annual Top Management Conference are only a few of its more popular membership services.

NAPL member firms range in size from small family-owned shops to much larger corporations with several hundred employees. Although the majority of members are U.S. based, the Association serves a growing number of Canadian companies and firms located outside of North America.

Headquartered in Teaneck, NJ, the Association supports a staff of 34 people. Charles Alessandrini, who recently celebrated his 20th year with NAPL, is its president. I. Gregg Van Wert, 13 years with the Association, serves as executive vice president.

NAPL is one-third owner of the Graphic Arts Show Company, sponsor of Graph Expo. Co-partners are Printing Industries of America (PIA) and the National Printing Equipment and Supply Association (NPES).

to be as good as new a century hence. Believe that there is one best paper for every purpose. Then look for it. Your time won't be lost.

There's a best paper—or a best-of-class—for any printing purpose you name. It might be a cast-coated paper for an annual report cover, or a luxury cover stock for a handsome souvenir keepsake.

Investigate the field thoroughly, then be sure to suggest the best by every inch of your yardstick.

Know best values. There is positively one best value, just as there is one best paper.

Don't be fooled by the old numbers game: No. 1 coated book, No. 2 coated book, etc. Rather, know the brands, know manufacturers. Many so-called No. 2 papers, it is not unreasonable to suggest, may very well be superior in many qualities to other manufacturers' No. 1 values. Many papers of equal visual value and identical price may not be equal in end usage and press worthiness. Buyers of printing expect you to know the difference between them.

Buyers of printing expect you to know which papers are brightest, which papers are the most opaque, weight-for-weight. To discover the answers, you should study what the market is offering on a regular, systematic basis, because papermakers are constantly improving their products. Papermakers never leave well enough alone where whiteness, brightness, and opacity are concerned. Keep abreast of those changes. Make your own visual tests on a regular basis so that you can be convinced your recommendations are proper.

As frequently as possible, make swatches of papers to show their variations in whiteness, brightness, and opacity. Discover many side benefits to this kind of product knowledge. You'll learn, for instance, that some papers of equal brightness, whiteness, and opacity-to-weight ratio are not identically priced. It's the printer's job to recognize and capitalize on these points of difference. Caution: Don't take another's word. Check for yourself. *Know* all about the differences.

How to Upgrade Paper Selection

Linger over these few thoughts about upgrading with paper:

1. Suggest a fancy embossed finish. The altered printing surface provides an exciting third-dimensional background, making black inks blacker and colored inks brighter and truer.
2. Suggest papers that are brighter and whiter for greater distinction of highlight areas and margins when the print job involves process colors.
3. Suggest papers that are brighter and whiter to provide greater contrast when you know the print job involves black and white halftones or duotones.
4. Suggest colored papers for printing with colored inks. The effects are strikingly different, while the costs are not substantially greater than printing colored inks on white papers, or black inks on colored papers.
5. Suggest heavier-weight paper than the printing job may require. The extra weight and thickness add importance to the piece.

Upgrading for function is always desirable, since use-qualities often require superior papers. Sell more durable papers, papers that demonstrate greater wearability.

Be First With the New

Of course, your "what's new" department doesn't operate every day. There just aren't enough new things in paper to report to your customers every day. However, when news is made, printing buyers want you to tell them. So tell them first.

It's true, of course, that what's new to one printing buyer may be old-hat to another. Another printer may have beaten you to the punch. Just the same, the idea of trying to be first with

the news, when the news is fit to proclaim, is just good selling practice.

You need never be lost for paper news when you're calling on your trade if you will bear in mind that something is bound to be new to someone. Your paper merchant supplier is your best friend in this regard. There are such things as graphic arts fashions—trends in design, in type faces; even trends in certain kinds of papers and certain colors in papers. Latch onto them. Fast.

Cash in on Trends

1. Start today to collect and file every new sample book of paper. Throw out all the old ones and start fresh. File by kinds of paper: book, text, cover, bristol, bond, etc.
2. See every paper merchant salesman who calls at your office. Pick their brains and deplete their supply of samples.
3. Get your name on the mailing lists of all the papermakers.
4. Collect samples of actual jobs as well as the portfolios and demonstration kits the papermakers distribute as idea stimulators.
5 Develop a library of printed specimens and arrange them by business—autos, department stores, speciality shops, banks, garages, etc. Have them ready to be shown to printing buyers as ideas.
6. Read the trade press, *including* the magazines printing buyers and designers read. Keep abreast of what's new in design.
7. Visit all the trade shows. List exhibits that you believe will be interesting to your customers.
8. Watch for any quality changes in the papers your customers use most. Compile swatches periodically, maybe every two or three months, showing whiteness, brightness, and opacity changes. Watch for superiorities. Chart them by heading: coated book, uncoated offset, vellum, opaque, bristol, text, etc. You will discover quality leaders in every classification. And you can recommend them to your customers because you have the facts to support you.

One last piece of advice: Call on your customers frequently enough so that you will have more than your share of opportunities to influence the choice of paper. Put an old friend to work: the dummy. Your dummy will speak louder than all the words of paper knowledge you can summon.

by Charles V. Morris

CHAIRMAN'S CORNER

An Industry With a Split Personality

The paper distribution industry is made up of two very different segments: printing papers and industrial products. The worlds are often so different that the trend today has been toward separate sales forces in those houses that carry both types of paper products. Creating sales product specialists is a good thing for our business.

NPTA's role has always been to serve both sectors of the industry giving each information that will help companies prosper. Although their product lines may be very different, NPTA's goal has not changed: it is to help member companies operate more economically, productively and profitably. This mission works to accentuate the similarities among successful companies, not demonstrate differences.

This issue of *MN* does two things for readers. First, it focuses attention and provides useful information for printing paper merchants. For them, this one is a keeper. Second, it serves industrial paper merchants in a different way. By sitting down with this issue, the industrial distributor can spend an hour or so and be up to speed on the important issues within this product category. It's educational.

As an industrial packaging distributor, we will benefit from this issue of *MN*.

Francis J. Houlihan
NPTA chairman

The late Charlie Morris at an NPTA-sponsored Web seminar.

Printing Paper Division Sets New Course for Industry

The National Paper Trade Association's Printing Paper Division is organized and run by a group of dedicated volunteer leaders. The printing paper group has been responsible for the development of industry programs that benefit distributors and has worked to improve relations between mills and merchants, and merchants and printers.

Many projects conducted by the Printing Paper Division Committee have given merchant managers and sales people useful tools that have helped them conduct their businesses more efficiently. These have taken the form of sales compensation surveys, a quality reporting system, convention programs for management, and marketing brochures. The goal of the group has long been to review trends in printing paper distribution and to create action plans to improve the industry.

Work in Progress

The Printing Paper Division Committee, chaired by Fred Stabbert, director of business development for the Hammermill Distribution Group, is currently working to create inhouse training modules for printing paper sales people in product knowledge areas. The first one, "How Paper is Made and Used," will provide an indepth study of printing paper from the tree through its many applications. The module will include video tape segments, a leader's guide, participants' workbooks and samples of all the elements used in paper manufacturing. The program will be well-suited to everyone in the graphic arts industry.

The group is also planning its 1987 Convention Management Program. This year the focus will be on printing customers and their changing needs.

Ongoing Projects

The Printing Paper Division Committee is responsible for the very successful Printech Week program held at Rochester Institute of Technology twice each year. The recently held week-long seminar for printing paper sales people was sold out (see article in this issue).

The program continued to improve and stay on top of the changes in graphic arts technology that sales people need to know. This year Printech Week will be held April 26 to 30 and October 18 to 23.

The Committee is also responsible for the "Quality Report" form that is standard throughout the industry. (The form appears in the Reference Section of this issue as camera-ready copy which readers may use in their own companies.) The group has monitored it in the industry, and the Quality Report was recently revised.

This special issue of *Management News* is also a result of the Printing Paper Division Committee's work. They felt it was necessary to provide more indepth information to merchants (and printers) on paper and paper distribution.

Printing Paper Division Committee

Frederick J. Stabbert, chairman
director, business development
Hammermill Distribution Group
Erie, PA

Frederick J. Stabbert

Darel B. Anderson
president
Leslie Paper Company
Minneapolis, MN

James Duncan
executive vice president
WWF Paper Corp.
Bala Cynwyd, PA

William H. Frohlich, secretary
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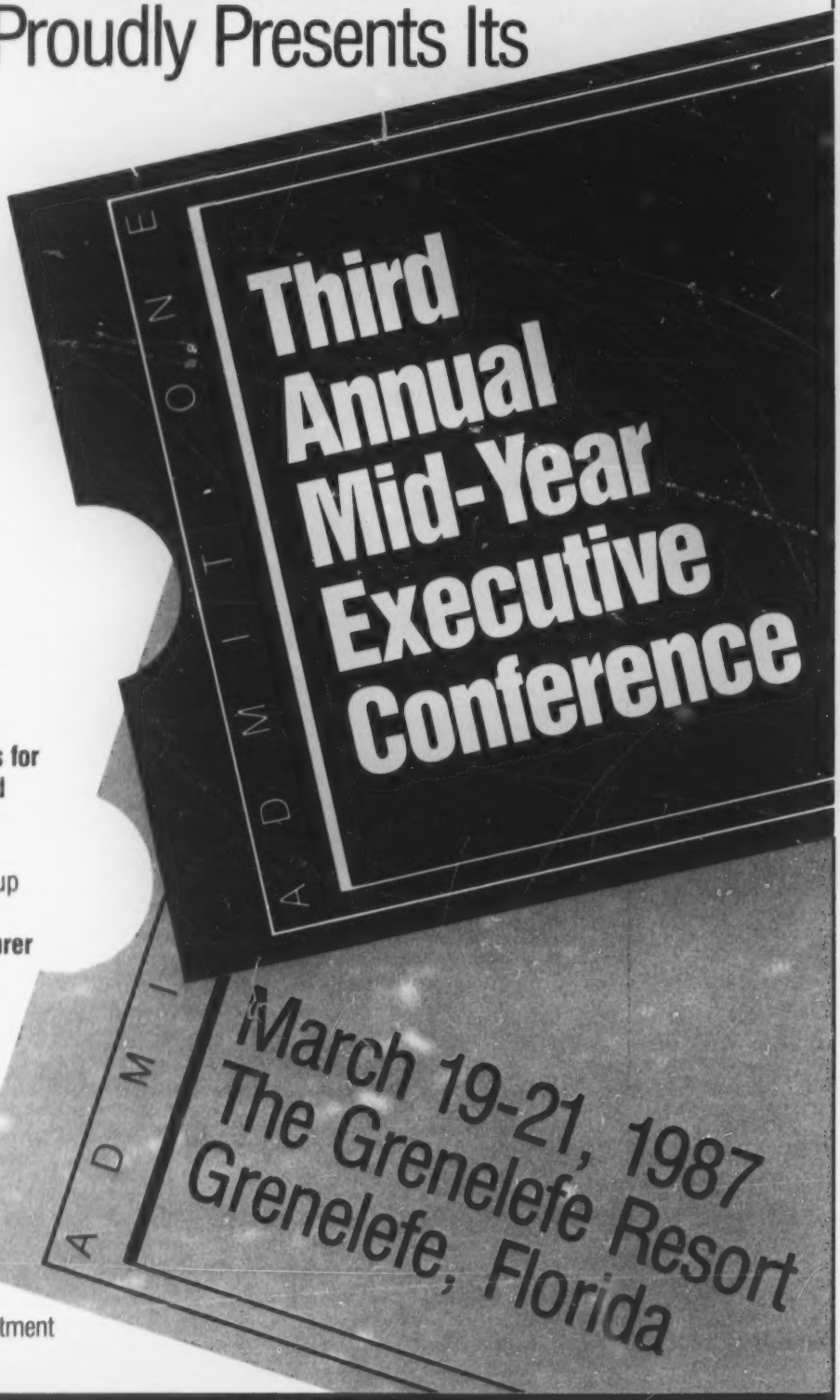
Rolland, Inc.
Rexdale, Ontario

Richard P. Wales
vice president
Butler Paper Co.
Englewood, CO

The Young Executive Forum of the NPTA Proudly Presents Its



An Executive Conference featuring four educational sessions and recreational and social activities for young industry leaders who are under 45 years of age and in a decision making/policy making position and their spouses.

- **Sustaining Exceptional Performance—** Art Turock, Art Turock & Associates
- **Using Financial Numbers for Employee Motivation and Results—** D. Bruce Merrifield, Merrifield Consulting Group
- **The Merchant/Manufacturer Relationship**

Space is limited to 60. You must register by March 2, 1987

Contact:
Bruce H. Linden
Education & Training Department
516-829-3070

Why the NPTA Paper Merchant is Better Than the Rest

The National Paper Trade Association inc. has been supporting the paper merchant industry for over 80 years. Members of NPTA should get this message across more often to customers: their connection with NPTA puts them ahead of the competition.

NPTA is a service organization representing paper and allied products distributors throughout the United States, Canada and 30 foreign countries. Member firms are kept up-to-date on the trends affecting the wholesaling of paper, new management and sales techniques, financial and operating ratio information; and the Association acts as a vital link between mills and merchants, and between merchants and customers.

The Association continues to train its members to operate more productively and efficiently. This means that NPTA member merchants are the leaders in their field ... giving their customers the right products and services they need to support their business enterprise.

Why You Should Do Business With an NPTA Paper Merchant

Not all paper distributors are alike! The merchant who is a member of the National Paper Trade Association is a leader. He provides his customers with the right paper products that will do the job right the first time and every time.

The NPTA member merchant stocks a wide variety of grades of paper and products. He serves as the "customer's warehouse" and is a centralized source for many different items.

The NPTA Merchant is Your:

- Paper expert—whenever you need to know about paper products, call a specialist.
- Paper sampler—dummies and samples are provided whenever needed for mailing weight and to compare stocks.
- Trouble-shooter—when problems arise, it's nice to know you have an NPTA paper merchant behind you.
- Sales associate—the NPTA merchant can actually help you sell printing by giving you help: printed samples and sales tools that are only available to him through NPTA.
- Credit facilitator—each customer has different credit needs and the NPTA merchant can suit each.
- Your friend in the paper business—whether it is for emergency fill-ins, adjustments, trial orders, or just for checking stock availability, your NPTA merchant is your direct connection to the paper industry.

NPTA Tracks a Changing Industry

The paper supply line is changing and NPTA paper merchants are on top of all the new developments. Why? Because the National Paper Trade Association is the only organization that provides member merchants with:

- Monthly sales, inventory and receivables levels in their regions
- Quarterly business conditions reports
- Annual financial analysis of the entire industry
- Performance analysis of each merchant operation with quarterly updates
- A monthly magazine that tracks new industry developments
- Specialized sales training seminars and courses
- Conferences on new technology and trends
- An Annual Convention that brings together paper manufacturers and paper merchants for a first-hand review of what's ahead in new products and opportunities
- Programs held around the country to train managers and industry leaders
- University-based programs of formal education
- A research facility that is part of a major university
- Video tape training programs
- Specialized marketing assistance and materials
- A "Who's Who" in the paper merchant trade.

More Information

For those who would like more information about the National Paper Trade Association or the paper merchant industry, please contact, NPTA, 111 Great Neck Road, Great Neck, NY 11021, 516-829-3070.

What You Should Know When Buying or Selling Paper

Material contained in this section includes handy reference charts and formulas that will be helpful to both paper merchants and printers

Roll Stock

Determining the length of a roll

When selling roll stock, if the width of the roll, the basis weight of the paper and the weight of the roll are all known (or can be measured), it is easy to find out the length of that roll in feet.

$$\text{Length of the roll in feet} = \frac{\text{Roll weight in pounds} \times 36{,}000}{\text{Width of the roll in inches} \times \text{basis weight}}$$

Example: What is the length of a roll of stock (in feet) that has a 60 lb. basis weight, is 48 inches wide and weighs 160 pounds?

Answer: $\frac{160 \times 36{,}000}{48 \times 60} = \frac{5{,}760{,}000}{2{,}880} = \underline{2{,}000 \text{ feet}}$

Find Feet Per Pound

If the basis weight and roll width are known, find its footage per pound on this chart.

Roll Width (in inches)	Basis Weights						
	25	30	35	40	50	60	75
12	120	100	85	75	59	50	40
15	96	80	68	59	48	40	32
18	79	67	56	50	40	33	26
20	72	59	51	45	35	29	24
24	59	50	43	37	29	25	20
30	48	40	34	30	24	20	16

Determine Square Yards Per cwt

Basis Weight	25	30	35	40	50	60	75
Sq. yards/cwt	1330	1100	950	830	665	555	445

Find the Cost Per Hundred Lineal Feet

$$\text{Cost/100 lin. feet} = \frac{\text{Price/cwt}}{\text{Feet/lb.}}$$

Example: What is the cost of 1,000 feet of 60 lb. basis weight paper that is 30 inches wide and priced at $20.00 cwt?

Answer: The chart on the left shows that there are 20 lineal feet for every pound of 30 inch width paper that has a basis weight of 60 lbs.

$$\text{Cost} = \frac{\$20.00}{20} = \$1 \text{ per 100 lineal feet}$$

Ordering Paper

When specifying paper for an order, always provide the following information:

Quantity—tons, pounds, skids, cartons, sheets, rolls
Brand Name—mill brand, house brand
Color—specific to the brand chosen
Finish—specific to the brand chosen
Size—by standard or special size, roll diameters
Weight—Basis weight of the sheet

SHEET STOCK

Sheet Areas of Basic Sizes

SIZE	SQUARE INCHES	TYPES OF STOCK
8½ × 11	93.5	Copier paper
8½ × 14	119	Copier, Legal
17 × 22	374	Writing, Ledger, Bond
18 × 31	558	Cover, Manuscript
19 × 24	456	Blotting papers
20 × 26	520	Cover Stock
22 × 28	616	Blanks
22½ × 28½	641	Bristols
24 × 36	864	Tag, Wrapping
25 × 38	950	Offset, Text
25½ × 30½	778	Index

Find the Number of Pieces Per Sheet

Depending on grain direction and its importance, roughly divide the length of the piece in question into the length of the sheet of stock and its width into its width. Or, the width of the piece into the length of the sheet, etc.

Example: How many 6×8 inch cards can be printed on a 20×26 inch sheet?

Answer: $6\sqrt{20} = 3$ Approx. $\quad 8\sqrt{26} = 3$ Approx.
$3 \times 3 = 9$ Total

Or $6\sqrt{26} = 4$ Approx. $\quad 8\sqrt{20} = 2$ Approx.
$2 \times 4 = 8$ Total

Find Weight of Special Size Stock

To determine the weight, for example, of 60lb Book paper cut to 20×25, you must first multiply the basis weight of the stock in question by the area (in square inches) of the special cut, then divide by the usual area of a sheet of that stock in its basic size.

$$\text{Answer: } \frac{60 \times (20 \times 25)}{(25 \times 38)} = \frac{60 \times 500}{950} = \frac{30{,}000}{950} = 31.58 \text{ for a sheet ream or, } 63.16 \text{ per } 1{,}000 \text{ sheets}$$

Find the Weight of Any Number of Sheets

Take the number of sheets times the weight per 1,000 sheets, then divide by 1,000.

Example: What is weight of 2762 sheets of 25×38, 160M?

$$\text{Answer: } \frac{2762 \times 160}{1000} = \frac{441{,}920}{1000} = 441.92 \text{ pounds}$$

Avoid Paper Waste—Choose the Right Size

Best Form Size	Standard Stock Size	# Pieces From Sheet	# Pieces From Ream	Best Form Size	Standard Stock Size	# Pieces From Sheet	# Pieces From Ream
2⅛×2¾	17×22	64	32M	4¾×8	19×24	12	6M
2⅛×3½	17×28	64	32M	5½×8½	17×22	8	4M
2⅛×5½	17×22	32	16M	5½×17	17×22	4	2M
2⅛×7	17×28	32	16M	6×9½	19×24	8	4M
2⅜×3	19×24	64	32M	6×19	19×24	4	2M
2¾×6	19×24	32	16M	7×8½	17×28	8	4M
2¾×4¼	17×22	32	16M	7×17	17×28	4	2M
2¾×8½	17×22	16	8M	8×9½	19×24	6	3M
3×4¼	19×24	32	16M	8×19	19×24	3	1500
3×9½	19×24	16	8M	8½×11	17×22	4	2M
3½×4¼	17×28	32	16M	8½×14	17×28	4	2M
3½×8½	17×28	16	8M	8½×22	17×22	2	1M
4×8½	17×28	14	7M	8½×28	17×28	2	1M
4×9½	19×24	12	6M	9½×12	19×24	4	2M
4¼×5½	17×22	16	8M	11×17	17×22	2	1M
4¼×7	17×28	16	8M	12×19	19×24	2	1M
4¼×11	17×22	8	4M	14×17	17×28	2	1M
4¼×14	17×28	8	4M	17×22	17×22	1	500
4¾×4	19×24	24	12M	17×28	17×28	1	500
4¾×6	19×24	16	8M	19×24	19×24	1	500

Uncoated Paper Standard Sizes and Weights

SIZE	WEIGHT					
25×38	50	60	70	80	100	120
17½×22½	20½	25	29	33	41½	49½
22½×35	41½	49½	58	66½	83	99½
23×29	35	42	49	56	70	84½
23×35	42½	51	59½	68	84½	101½
24×36	45	55	64	73	91	109
28×42	62	74	87	99	124	149
28×44	65	78	91	104	130	156
32×44	74	89	104	119	148	178
35×45	83	99	116	133	166	199
36×48	90	110	128	146	182	218
38×50	100	120	140	160	200	240
38×52	104	125	146	166	208	250
41×54	117	140	163	186	233	280
42×58	128	154	179	205	256	308
44×64	148	178	208	238	296	356
50×72	189	227	265	303	379	455
52×76	208	250	291	333	416	499

Coated Paper Standard Sizes and Weights

SIZE	WEIGHT							
25×38	50	55	60	70	80	90	100	120
17½×22½	20½	23	25	29	33	37½	41½	49½
20×26	27½	30	33	38½	44	—	—	—
22½×29	34½	38	41	48	55	62	68½	82½
22½×35	41½	45½	49½	58	66½	74½	83	99½
23×29	35	38½	42	49	56	63	70	84½
23×35	42½	46½	51	59½	68	76½	84½	101½
24×36	45	50	55	64	73	82	91	109
26×40	55	60	66	77	88	99	109	131
28×42	62	68	74	87	99	111	124	149
28×44	65	71	78	91	104	117	130	156
32×44	74	82	89	104	119	133	148	178
35×45	83	91	99	116	133	149	166	199
36×48	90	100	110	128	146	164	182	218
38×50	100	110	120	140	160	180	200	240
41×54	117	128	140	163	186	210	233	280
42×58	128	141	154	179	205	231	256	308
50×72	189	208	227	265	303	341	379	455
52×76	208	229	250	291	333	374	416	499

Comparative Paper Weights and Bulks

Using This Table: To compare weights in different grades—weights per 1000 sheets for one square inch should be reviewed. For example: 24 lb. bond (.128) compare with closely with 60 lb. offset (.126). Also, use this table to find the weight of 1000 sheets in any grade in any size. For example: 80 lb. offset in 22 × 30. The weight for 1,000 sheets for 1 square inch = .168. Multiply that by the number of square inches in question (22 × 30). 660 × .168 = 110.88 or 111 pounds for 1,000 sheets of 80 lb. offset in 22 × 30.

GRADE	BASIS WEIGHT	WEIGHT PER M SHEETS 1 sq. in.	THICKNESS OF ONE SHEET
Bond	9	.048	.0018
	13	.070	.0026
Basis—17 × 22	16	.086	.0031
	20	.107	.0037
	24	.128	.0042
Book	40	.084	.0033
Antique or	45	.095	.0037
Eggshell	50	.105	.0045
	60	.126	.0050
Basis—25 × 38	70	.147	.0060
	80	.168	.0065
	90	.190	.0075
	100	.211	.0085
	120	.253	.0100
Book	20	.042	.0014
Bible	24	.050	.0017
	30	.063	.0021
Basis—25 × 38	32	.067	.0024
Book	45	.095	.0021
Coated	50	.105	.0023
	60	.126	.0029
Basis—25 × 38	70	.147	.0034
	80	.168	.0040
	90	.190	.0046
	100	.211	.0052
	120	.253	.0060
Book	40	.084	.0025
English Finish	45	.095	.0028
	50	.105	.0033
Basis—25 × 38	60	.126	.0038
	70	.147	.0044
	80	.168	.0050
Book	40	.084	.0045
High Bulking	45	.095	.0050
	50	.105	.0060
Basis—25 × 38	60	.126	.0070
	70	.147	.0080
	80	.168	.0090
Bristol	100	.254	.0080
Smooth	120	.305	.0100
	140	.356	.0115
Basis—22½ × 35	160	.406	.0135
	180	.457	.0155
Bristol	82	.208	.0085
Vellum	100	.254	.0115
	120	.305	.0135
Basis—22½ × 35	140	.356	.0155
	160	.406	.0175
	180	.457	.0195
Coated—1-side Litho	60	.126	.0032
	70	.147	.0042
Basis—25 × 38	80	.168	.0050
Cover	50	.192	.0075
Antique	65	.250	.0095
	80	.308	.0120
Basis—20 × 26	100	.385	.0150
	130	.500	.0190
Cover	50	.192	.0050
Coated	60	.231	.0060
	65	.250	.0070
Basis—20 × 26	80	.308	.0075
	100	.385	.0095
	105	.404	.0100
Index Bristol	90	.231	.0075
	110	.282	.0090
Basis—25½ × 30½	140	.360	.0120
	170	.437	.0135
Ledger	24	.128	.0040
	28	.150	.0047
Basis—17 × 22	32	.171	.0052
	36	.193	.0058
	40	.214	.0065
	44	.235	.0070
Offset—	50	.105	.0038
Standard Wove	60	.126	.0046
Basis—25 × 38	70	.147	.0052
	80	.168	.0059
	100	.211	.0073
	120	.253	.0085
Offset—Opaque	40	.084	.0037
Vellum	50	.105	.0042
Basis—25 × 38	60	.126	.0047
	70	.147	.0060
	80	.168	.0065
	100	.211	.0080
Offset—Text	60	.126	.0045
	70	.147	.0065
Basis—25 × 38	80	.168	.0070
Offset—Vellum	50	.105	.0044
	60	.126	.0055
Basis—25 × 38	70	.147	.0064
	80	.168	.0071
	100	.211	.0088
	120	.253	.0106
Tag	80	.185	.0060
	100	.231	.0075
Basis—24 × 36	125	.289	.0090
	150	.347	.0110
	175	.405	.0125
	200	.462	.0150
	250	.579	.0180
	300	.694	.0225

(This universal report form may be used by all industry companies. Use these pages as camera-ready copy. You may wish to imprint your company's name and address here.)

QUALITY REPORT

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MILL

Merchant Company	Address	Rep.	Phone
Printing Company	Address	Phone	Date
Printer Contact	Merchant Salesman	Merchant Invoice #	Printer P.O. #
Mill/Supplier	Mill/Supplier Order #	Mill/Supplier Run #	Mill/Supplier Skid # Roll #
Date of Report To Mill/Supplier	Date Paper R'cvd at Printer	Date/Time of Problem	Investigated By

EXPLANATION OF PROBLEM

PROBLEM DISCOVERED ☐ At Printer ☐ At Customer's ☐ First Pass ☐ Subsequent Passes ☐ After Printing ☐ Bindery ☐ Other _____

PAPER SHIPPED ☐ Direct ☐ Merchant Stock

PRINTER

PAPER DETAILS

Grade	Basis Weight	Sheet Size	Roll Width
Quantity		☐ Cartons ☐ Skids ☐ Rolls ☐ Reams	
Color	Grain	Finish	

WAS PAPER CUT BY: ☐ Mill ☐ Merchant ☐ Printer ☐ Other _____ Was Paper Wrapped Until Printed ☐ Yes ☐ No

MERCHANT

PRINTING DETAILS

Process Used	Press Make/Size	# of Units	# of Colors/Sequence	
Press Speed _____ IPH _____ FPM	# of Passes	Printed: ☐ Grain Long ☐ Short ☐ Work/turn ☐ Tumble ☐ Sheetwise		
Type of Blanket	Type of Plate	Type of Packing	Dampening: ☐ Conv. ☐ Dahlgren ☐ Other _____	
Ink Sequence	Tack of Ink Instr:	Ink Additives	% Coverage	Ink Mfr. _____ Batch # S
Fountain Solutions: pH:		Fountain Additives	Oven Type/Length _____ Web Temp:	

FINISHING EQUIPMENT: Size/Make _____ Description _____ ☐ Folded ☐ Stitched ☐ Perforated ☐ Trimmed

PLANT CONDITIONS

PRESS ROOM: ☐ Air Con'd ☐ Humidified _____ Temperature

WEATHER: ☐ Dry ☐ Humid; ☐ Extended Dry of Wet Weather? PLANT RH:

STORAGE: ☐ Air Con'd ☐ Humidified _____ Temperature

How Long Did Paper Acclimatize Before Printing?

QUALITY REPORT

DISPOSITION

ACTION TAKEN DURING INVESTIGATION: ☐ Complete Job ☐ Lift Job ☐ Hold Paper for Replacement ☐ Other:

COMMENTS AND RECOMMENDED ADJUSTMENTS

AUTHORIZATION SIGNATURES: MERCHANT PRINTER DATE

(Back of form)

SAMPLING PROCEDURES

SAMPLES SUBMITTED *(Please check)*

- ☐ PRINTED MATERIAL
- ☐ UNPRINTED MATERIAL
- ☐ INK SAMPLE
- ☐ FOUNTAIN SAMPLE
- ☐ TAPE SAMPLE
- ☐ BLANKET
- ☐ OTHER _____

ON UNPRINTED SAMPLES: Obtain a sample in cases where a sample of satisfactory, as well as unsatisfactory paper is available, submit for comparative purposes.

SKIDS, CASES OR CARTONS: Take ten consecutive sheets, numbered in order, from at least 1" down (to avoid effects of humidity, etc.) into the original package as received from the mill. Identify top sheet of sample by grade, basis weight, order number, skid, case of carton number. Ship well packaged flat, waterproof wrapped (do not use mailing tubes).

CURL/EDGE PROBLEMS: Obtain 25 full size sheets packed flat, protected by chipboard and waterproof wrapped.

ROLLS: After soiled paper has been stripped from the roll, tear off approximately 50 feet of paper taking at least a 14" strip across the width of the roll from each round of paper. Identify by grade, basis weight, order number and roll number. It is important that paper which has lost its original finish through prolonged atmospheric exposure be removed before the sample is taken.

CONTAMINATION: Use tape to remove contaminating material from the press blanket. Affix tape to clear acetate. Do not fold tape.

INK: Capture an ink sample from the press in the canister provided and mark it.

FOUNTAIN: Capture a sample of the fountain solution in the canister provided and mark it.

BLANKET OR PLATE: If the blanket cannot be repaired, or salvaged, send it to the mill with press sheets and foreign object, or defective sheet. If a plate was damaged send it to the mill with press sheets and foreign object, or defective sheet.

OTHER CLAIMS OR RECOMMENDED ADJUSTMENTS: _____

_____

_____

_____

NOT ALL PROBLEMS ARE PAPER RELATED.

THIS IS A QUALITY REPORT, AND SO DOES NOT INCLUDE MONETARY ADJUSTMENTS.

Developed by the
National Paper Trade Association, inc.

Printing Industries of America, Inc.

National Association of Printers & Lithographers, inc.

National Association of Printing Ink Manufacturers, Inc.

HOW TO DISAGREE AT A MEETING

It certainly isn't easy to challenge your superiors. But, there comes a time for every manager when it is necessary to strongly disagree. Disagreeing does not mean being disagreeable.

It is important to remember everyone's need to save face, reports the Sales and Marketing Executive Report. *Be cautious. Milton Hakel, a professor of industrial psychology, and others suggest a few strategies.*

1. Try going back to the original purpose of the meeting and asking, "Gee, how does that fit with what we set out to do?" This sometimes applies.

2. You might suggest looking at the issue in a broader context by saying, "I know we're only supposed to be studying this from a technical point of view, but I wonder how that solution might look if news of it got to our customers?" "Customers" could be changed to "the press," "our competitors," etc.

3. Take the "devil's advocate" position. This is usually a very acceptable way of expressing an objection.

4. If you're in a risk-taking mood, suggests Joseph Alutto, a professor of organizational behavior, co-opt what the person you disagree with has said by embracing part of his view enthusiastically, then restating the rest in a slightly altered way to fit your own view. This can work, but be cautious.

FLEXTIME STILL GROWING IN USE

29% of all businesses are now using flextime scheduling compared with 22% in 1981 and 15% reported in 1977. This, according to a study conducted by the American Management Society, shows a continuing interest in substantially changing the American work week. When asked about the future, 42% of the managers surveyed reported that they felt flextime will continue to increase in use.

For 54% of the companies surveyed, the 5-day, 40-hour work week is still the norm. For the full report, send $10 to AMS, 2360 Maryland Rd., Willow Grove, PA 19090, and ask for the "1986 AMS Flexible Work Survey."

U.S. Department of Commerce Outlook for Wholesale Trade in 1987

Each year, the U.S. Department of Commerce publishes a book entitled: *U.S. Industrial Outlook*. The report analyzes recent performance and gives a next-year forecast for over 350 different industries of the U.S. economy (manufacturing and service sectors). Copies may be obtained from the Superintendent of Documents, Washington, DC 20402 (cost $21).

Advance information has been obtained by NPTA, from the Distribution Research and Education Foundation (DREF) in Washington, regarding the wholesale trade report scheduled for January 1987 publication. Following are the major findings of this report:

- Merchant wholesaling is expected to post a sales gain of slightly over 2% in 1987. Merchant wholesalers usually account for almost 60% of total wholesale sales, over 75% of employment, and 80% of establishments. (The remainder is accounted for by brokers, commission merchants, and mfrs. sales branches).
- Merchant Wholesaler Sales increased almost 14% in 1984. However, since then the economy has not been as strong and merchants experienced only a 1% sales gain in 1985. The same is expected for 1986. Merchant wholesale sales for the first six months of 1986 were down 1% from the same year-earlier period, but were expected to have picked up in the second half of 1986.
- Employment levels have been relatively stable over the years for two main reasons: 1. The customers of most wholesale lines are so diverse that a slump in one customer-market does not hurt a firm's business enough to compel it to lay off many employees, and 2. during business downturns, most wholesale firms tend to reduce workweeks rather than lay off trained people. During 1985, the average workweek was 38.3 hours, about the same as the preceding year.
- Mergers and Acquisitions: More wholesalers, well aware of the profit potential in specialization, will either merge, buy out, open new branches, or establish specialized capabilities in-house. To illustrate this trend, a report by DREF predicts that the number of small wholesalers (under $20 million sales) will decrease 25%, to account for about 38% of all wholesalers, and their share of sales will drop by 50% by 1990.

Medium size firms ($20–100 million) will rise to about 32% of the total and total sales for those doing $100 million annually will increase as much as 60% by 1990.

- Long Term Prospects: Assuming a pick-up in the economy, total merchant wholesalers' sales are expected to grow at an average yearly rate of 4% during the 1986–91 period. They will probably increase their dominance of the total wholesale industry in the next decade through productivity and management improvements. Many wholesalers continue to diversify into complementary commodity lines as a means of achieving greater output, smoothing out cyclical swings and meeting customer demand. To respond to rising field costs, merchants will upgrade technical skills of their inside sales organization and increase commitments to non-personal selling techniques such as telemarketing, direct mail and systems selling.

DIMENSIONS IN TRAINING CONTINUED

"The paper merchant can come to RIT and gain a thorough overview of the printer's shop in a confidential setting and in a learning environment. The center duplicates commercial conditions and in doing so, enables individuals and companies to apply new knowledge in a realistic setting without the potential hazards of trial and error in the field," Layne said. For participants, much of the value of the week came during its hands-on experiences.

Pauline Reagor from Western Paper Company in Lincoln, Nebraska, reflected a common view. "During the seminar, I learned that paper picking on the press generally is not due to defective paper . . . As a paper sales representative, now I know to inquire about ink coverage, ink tack, blanket tack, moisture level and press speed. Knowing this will be very helpful, but most of all I enjoyed the opportunity to run the two-color Heidelberg sheetfed press. It was my first experience in making color and register adjustments from a master control panel . . . WOW!"

Not only is there satisfaction in having taken part in a completed project, NPTA and RIT believe that participants leave with a thorough knowledge of the printing industry and the printing process so they can speak the printer's language, find real answers for their problems, and become better paper merchants.

The next Printech Week is scheduled at RIT April 26–May 1 at the T&E Center, a division of RIT's College of Graphic Arts and Photography. The school is an education and research resource for industry. For more for industry. For more information about Printech Week, contact Bruce Linden, NPTA, at 516–829-3070.

by James Lawrence
Seminar Coordinator
Rochester Institute of Technology

Summary National Trend Information: 1984 To Present

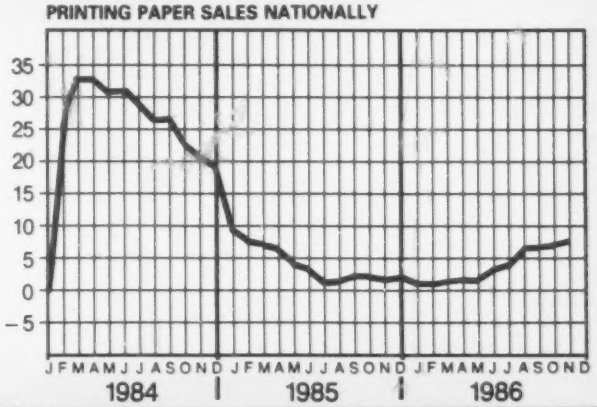
NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

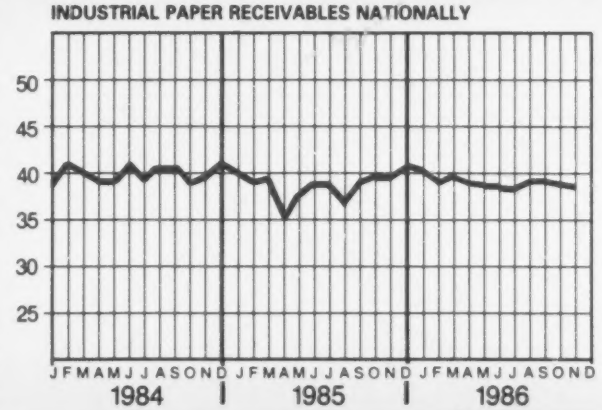
PRINTING PAPER SALES NATIONALLY



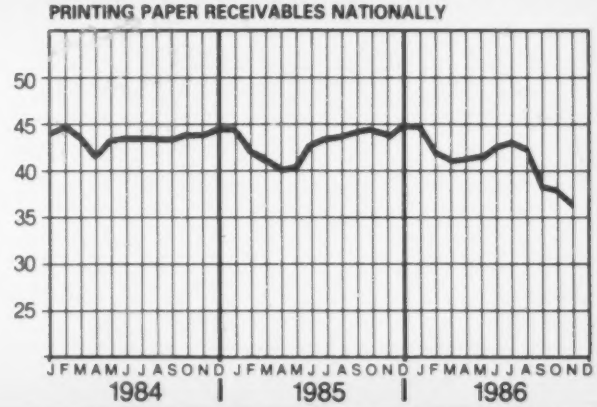
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



PRINTING PAPER RECEIVABLES NATIONALLY

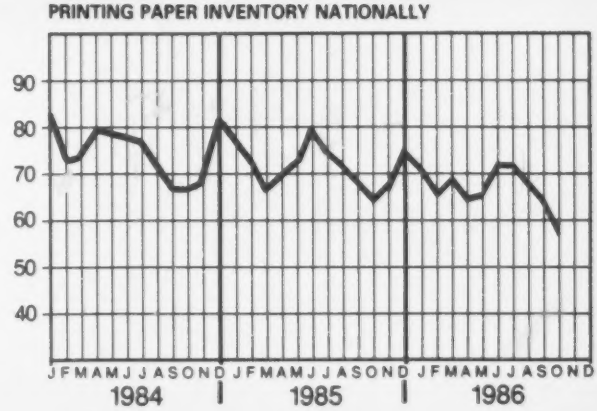


INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY

PRINTING PAPER INVENTORY NATIONALLY



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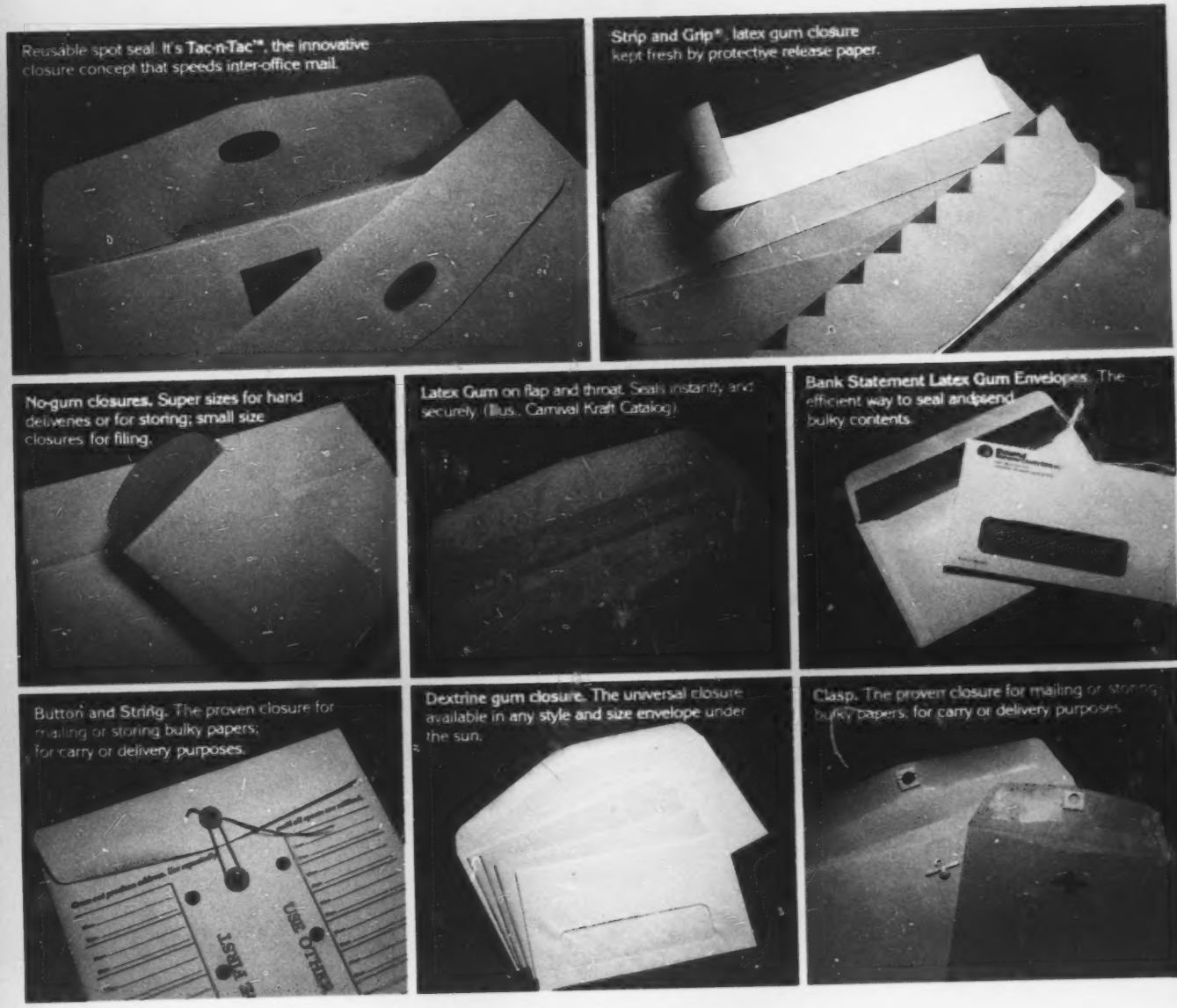

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National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
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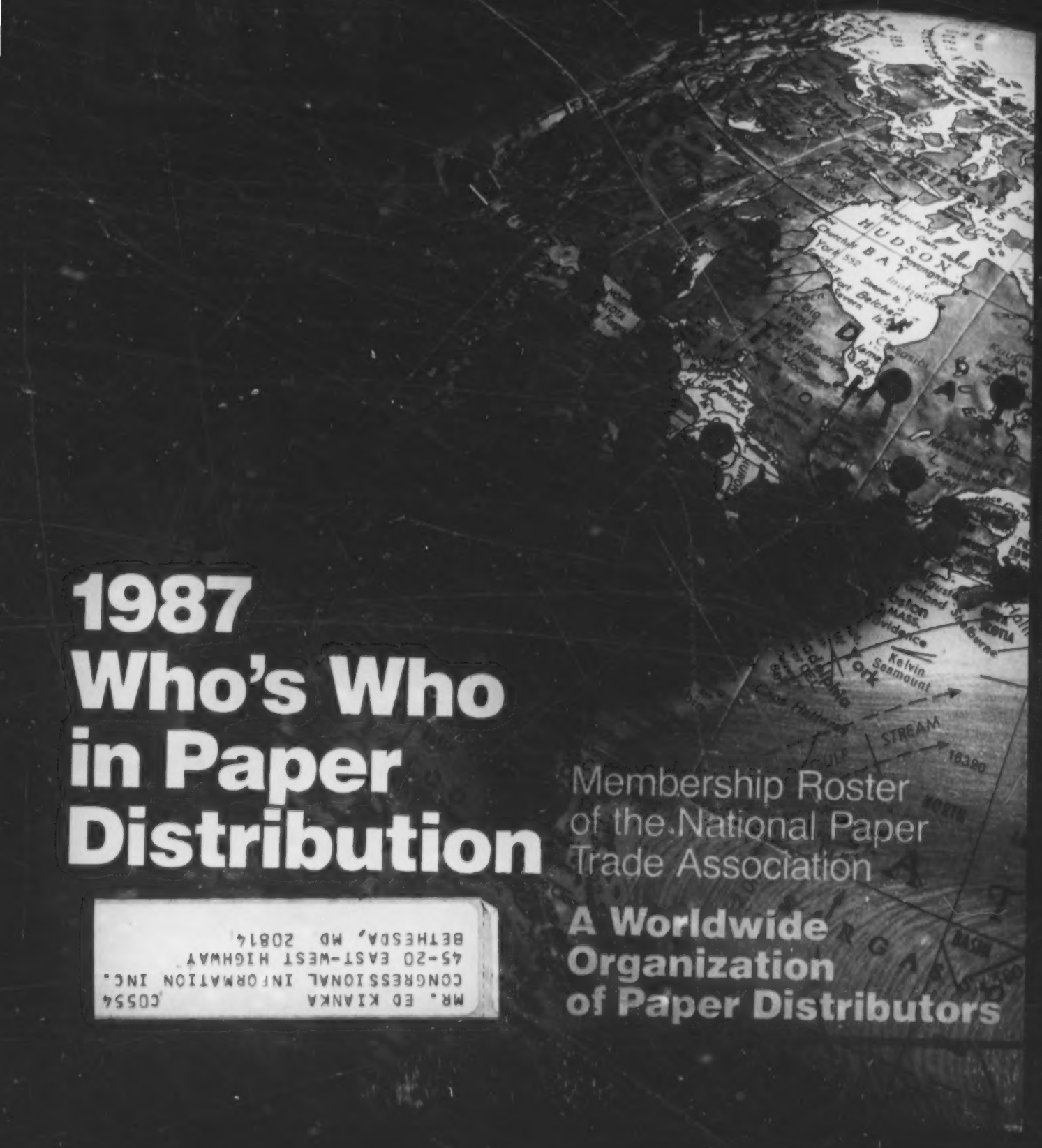

1987 Who's Who in Paper Distribution

Membership Roster of the National Paper Trade Association

A Worldwide Organization of Paper Distributors

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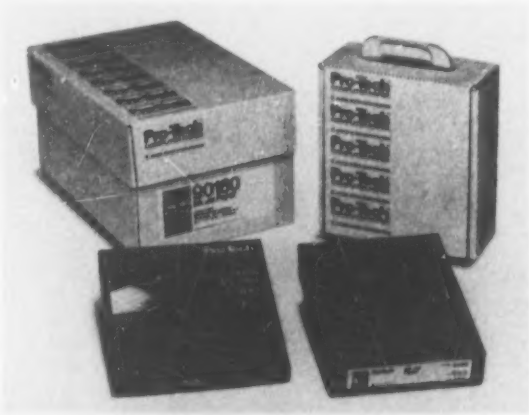

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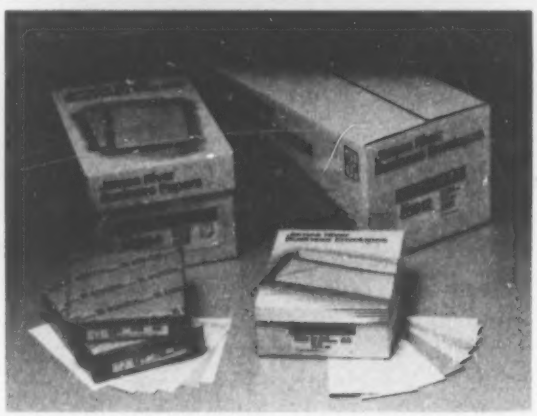

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MN

NPTA MANAGEMENT NEWS

VOL. XXVIII/NO.3

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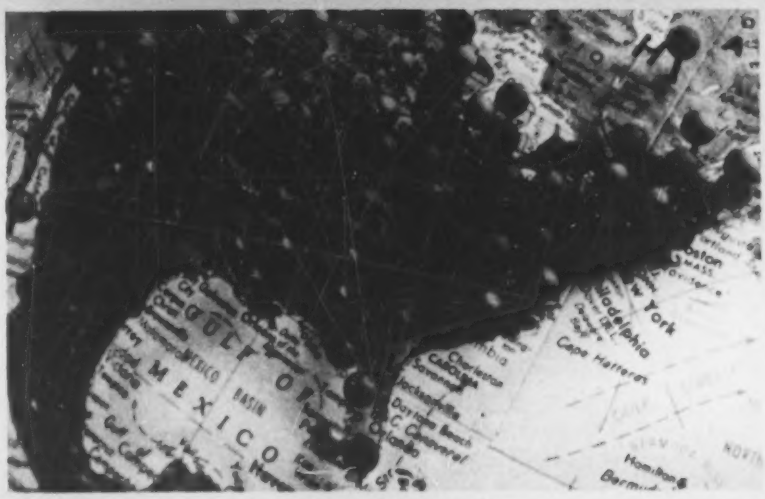
NPTA covers the World: The leading companies around the world are members of NPTA



40 A Video Tape Library of All Merchants
This resource may be used all year long by merchants to keep up with the latest information on product trends and knowledge.

52 Who's Who In Paper Distribution
Member companies of the National Paper Trade Association are listed in the "Who's Who in Paper Distribution" section of *MN*. The Association's membership has grown to include over 2,000 locations. The industry's leading companies, working through NPTA, have made the Association a "world-wide" organization representing the interests of all in the paper distribution community.

97 Geographic Index of Paper Distributors
For ease of use, a geographic index is included. This allows the user to find paper merchants by city and metropolitan area concentration.

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COVER PHOTO: Richard Chesnut

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Interest in Foundation Runs Deep

I never realized, until I read your January issue, that the PAPER Foundation was so involved in so many projects. I know that it takes some time to get these off the ground, but the projects will add substantially to our knowledge of this industry.

Your January issue certainly helped clarify the PAPER Foundation picture for me, as I'm sure it has done for others. Our company believes in the need for long range study of our industry, and is a contributor to the Foundation's Endowed Chair Program. As the Chairman of the Foundation, John Church, said in his interview, "This is truly an investment in *your* future." I hope that everyone in our industry agrees.

Art Wienke,
vice president, sales and marketing
The Paper Company
Sioux Falls, SD

TSP Inspires Sales Staff Subscriptions

I mentioned to John Buckley last month that the December issue of *MN* was the best issue to date. Three of the major articles totally absorbed my interest and I look forward also to the departments.

My January copy just arrived and I see that a department for sales professionals has been added. We at National Paper & Packaging are entering subscription orders for our sales staff.

Recently, we received the new *Paper Merchants' Guide to Profitable Management*. We spent a great deal of time analyzing the new *Guide*. It was the catalyst for two analytical projects and more are planned. I urge NPTA members to obtain a copy of the *Guide* and be certain that their financial people (or outside accountants) study it carefully. Keep up the good work!

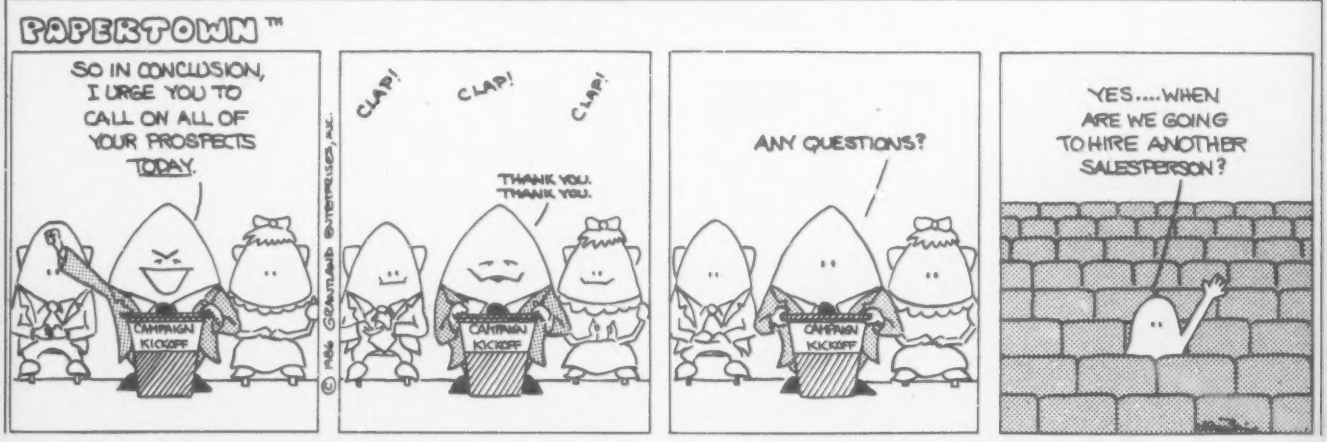
Brent R. Grover
vice president, treasurer
National Paper & Packaging Co.
Cleveland, OH

Idea Exchange Could Add Much to TSP

Your magazine keeps getting better and better! I am particularly pleased with the "Merchant Briefings" and the addition of "The Sales Professional" section which began in January. It adds much good information to our knowledge of the industry and will help our salespeople directly. I'd like to suggest, though, that it become even more of an "Idea Exchange" so that we may all learn from each other. Readers should send in their best sales ideas, tips, what works and what doesn't, their most memorable sales, where to get sales leads, etc. This kind of exchange will improve everyone's sales picture and make better salespeople out of your readers.

Christopher H. Strassburger
vice president industrial marketing
Roach Paper Company
Division of Distribix
Little Rock, AR

Editor's Note: We agree! You have put your finger on something needed in our industry. A free-form exchange of sales ideas will improve our service to readers. All are encouraged to send in their material to the editor and mark it for "TSP—Idea Exchange." All submissions published will credit the sender and his or her company. No idea is too small—help others to learn from your experience.



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James River Corp. Plans New Tissue Machine

Conditional upon satisfactory completion of discussions with key suppliers and governmental authorities, James River Corporation expects to have a new tissue machine in operation at their Wauna, OR mill late in 1988. This will be the first in the company's long range plan to build four new tissue machines over the next eight years. The machines will allow the company to increase its towel and tissue capacity by replacing older machines that have higher operating costs. The new capacity will allow for market growth as well as replacing large outside purchases of paper.

The machine, plus associated buildings and converting equipment, is expected to cost approximately $88 million. Location and timing for the other three machines have not yet been determined.

New Management Briefing Report Available

Euro-Data Analysts issued a 95-page report, *Cost Effective Product Development and Marketing Strategies for Paper and Board Mills.* It addresses the paradox of many mills and company closings across Europe and in North America on the one hand, and on the other, the appearance and growth of new exporters.

The question then is how to get the most out of existing plant and facilities and how to broaden the product mix. There seems to be no precedent for the route to survival in this era of structural readjustment. Written by 30–year paper people, the report examines the basic problems facing paper and board mill managers; it discusses the subjects of maximizing profitability, product development and marketing.

More information on the $480 report may be obtained from EDA Consultants, P.O. Box 15, Ashtead, Surrey KT21 2QQ, UK..

Waterloo Paper Celebrates Its 75th Anniversary

Waterloo Paper Company, a paper and janitorial supplier, celebrated its 75th anniversary in August, 1986 with a banquet for its employees, the Thode family (current owners of the company), and Fred E. and Jeanne Adams, son and daughter-in-law of the company's co-founder.

The firm was originally known as the Adams Paper Company, and was owned by Augustus (Gus) Thode and Fred Adams. In the 1930's, Gus Thode became sole owner of the company, managing it until his death in 1947. At the present time, Elizabeth Thode is president and Susan K. Thode is secretary of Waterloo Paper. In 1957, J.T. (Jack) Ennor became vice president and general manager of Waterloo Paper, remaining with the firm for 30 years until his death in September, 1986. Shortly before his death, Jack Ennor had been given an inscribed wrist watch honoring him for his 50 years in the paper supply business.

Don't Bet On It!

An original Model 914 Xerox copier was recently put on display by the Smithsonian to mark the 25th anniversary of the delivery of the first machine to a customer. The occasion brought to mind a market research report prepared by Arthur D. Little at the time which forecast that the nation's entire demand for copiers, then and in the future, could be satisfied by a maximum of 5,000 machines.

Appleton Papers Buys Chemical Company

Appleton Papers, Inc. of Appleton, WI has gained control of East Shore Chemical Company, Inc. (ESCO), of Muskegon, MI, at a cost of about $4 million. ESCO will retain its current name, management staff and employees, and is expected to supply chemicals for use in Appleton's manufacturing operations. Appleton Papers is a subsidiary of BATUS Inc., of Louisville, KY, the management and holding company for U.S.-based business interests of B.A.T. Industries p.l.c., London, England.

Marcal Paper Mills, Inc. Acquires Springprint

Nicholas R. Marcalus, president and CEO of Marcal Paper Mills, Inc. of Elmwood Park, NJ announced in December that Marcal had acquired Springprint Paper Products Co. of Springfield, OH.

MARCH

5. *Boston Paper Trade Association's Annual Meeting. Contact Albin Johnson, Jr.; 617-748-2272.*

19–22. *Young Executive Forum Presents Third Annual Mid-Year Executive Conference. The Grenelefe Resort, Grenelefe, FL. Contact NPTA.*

APRIL

26–May 1. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

MAY

3–8 & Nov. 8–13. *Paper Distribution Management Development Program at Miami University, Oxford, OH. Contact NPTA.*

6. *New England Paper Merchants Association's Annual Meeting. Contact Albin Johnson, Jr. 617-748-2272.*

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Springprint is a manufacturer and distributor of placemats and coaster related products for the food service industry, an area in which Marcal is already well established.

Tom Harwood, former president of Springprint, will become a vice president of Marcal and will continue to oversee and direct operations at the Springprint plant. No changes in the present staffing at Springprint are contemplated at this time.

Donating Dead Inventory to Those Who Can Use It

NAEIR, the National Association for the Exchange of Industrial Resources, provides a profitable way for manufacturers, wholesalers and distributors to get rid of excess inventory. Goods that are donated to NAEIR, a non-profit, tax-exempt organization, earn their donor a federal tax deduction of up to twice the cost of the material donated. NAEIR distributes the donated merchandise to its 6,500 members across the United States. Members, who must be non-profit and tax-exempt, include schools, colleges, hospitals, nursing homes, church groups, museums, rehabilitation centers, law enforcement agencies and YMCA's among others, pay $395 annual dues and receive an average of $4,500 a year in new merchandise, selected from quarterly catalogs, paying only shipping and handling.

Donors are permitted, under Section 170(e)(3) of the Tax Reform Act of 1976 (whose provisions remain in effect under the new tax law), to deduct the cost of the materials donated, as carried on their books, plus half the difference between the cost and fair market selling price, but not exceeding twice the cost. For a free information kit about the donation process and its tax advantages, write: Cruz A. Ramos, Director of Donor Relations, NAEIR, Dept. BT, 560 McClure St., P.O. Box 8076, Galesburg, IL 61402, or telephone him at (309) 343-0704.

Lyons & Morrison Paper Co. Changes Name

The New Year saw Lyons & Morrison Paper Co. undergo a change of name to WWF Paper Corporation-New England (Rhode Island Division). John F. Lyons will continue to serve as president of the Rhode Island Division and as executive vice president of WWF Paper Corporation-New England. W. Gregory Morrison will become vice president of the Rhode Island Division.

James River Corporation Purchases Amarin Plastics, Inc.

Amarin Plastics, Inc., a manufacturer of injection molded plastic disposable cutlery and other injection molded products, has been acquired by James River Corporation. Amarin was founded in 1963 by Richard J. King, who will remain as a consultant

RETAILERS CAN
SELL ANY ORDINARY BULB

to James River. The company, which is located in Leominster, MA, has 150 employees, all of whom are expected to join James River, and had annual sales of $10.7 million in its fiscal year ended Jan. 31, 1986.

James River, earlier in 1986, had acquired Canada Cup, Inc. and Fiberplastics, Inc. (Handi-Kup), which, along with the Amarin purchase, underscores James River's commitment as a major supplier to both the consumer and away-from-home disposable food and beverage service markets.

Sunclipse, Inc. Acquires Trico Container

Gene Shelton, president and CEO of Sunclipse, Inc. has announced that Sunclipse has bought all the stock of Trico Container and Display Corporation of Commerce, CA. Hal Trifon will remain as president of Trico and manage its day-to-day operations. In addition to Trico, Sunclipse also acquired Ponderosa Paper Company, a fine paper distributor in Berkeley, CA and the Hayward, CA manufacturing operations of Thacker Container during 1986.

Graphic Paper Distributor Merges With Dutch Firm

Kelly Paper Company of Los Angeles has been acquired by N.V. Gemeenschappelijk Bezit VRG of the Netherlands. Kelly, which had sales of about $30 million in its last fiscal year, is over fifty years old and operates from nine locations in Los Angeles, Orange County and San Diego.

VRG, a publicly held company, has annual sales of approximately $350 million and has been operating principally in Europe, Australia and the Far East. The acquisition of Kelly Paper will permit VRG to expand into the U.S. market. The purchase price was not disclosed.

Mead Stages Mock Disaster at Mill

A helicopter rescue was part of a safety drill at Mead's paperboard mill in Stevenson, AL, last summer. A transformer fire and resulting chemical contamination were simulated to provide the most extensive drill to date at the Mead location.

Twenty-three employees who are trained emergency medical technicians and the mill's fire brigade teamed up with the local hospital, police, a medical flight team and the mill's consulting physician to rescue and treat eight "victims" before removing them to the hospital.

British Paper Merchants Chastised on Pricing

In England, the equivalent of the NPTA is the NAPM (The National Association of Paper Merchants). In the December,

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BUT ONLY DISTRIBUTORS CAN SELL A MARVEL®

1986 issue of *NAPM NEWS*, the lead story concerned a warning issued at a meeting of the NAPM Management Committee by David Gould, managing director of David John (Papers) Ltd. According to Gould, "Paper merchants have put themselves on the road to self destruction." This situation, according to Gould, is the result of "crazy discounting", brought on by "inexperienced and poorly managed" salespeople who are ignorant of "the art of paper salesmanship" and who are "going all out just to make the sale—at no matter what cost."

Gould pointed out that "indiscriminate price cutting throughout the trade is severely threatening the survival of many paper merchants." Blame for the situation is laid in part at the doors of the paper mills who are exerting heavy pressure on the merchants for volume orders in order to keep their machines operating at full capacity. Senior management in the merchant business also came in for criticism for "abdicating responsibility" by accepting salesmen's claims that "we cannot make sales unless we meet the discounts offered by our competitors." According to *NAPM NEWS*, there were few dissenting voices around the committee table as Gould expounded his theme.

C. H. Robinson to Distribute Security Papers

Three security levels are offered by Nocopi papers which are now being distributed by C.H. Robinson Co. of Portland, ME and Woburn, MA. Designed to prevent the photocopying of sensitive documents, the burgundy-shaded paper comes in three formulations—Wordscreen, Wordguard and Wordsafe—permitting the selection of the level of protection needed ranging from "for your eyes only" through "confidential" to "top secret." For more information, call Terry Boyle at 617-935-7550.

Specialty Papers Company Merges with James River

Specialty Papers Company, headquartered in Dayton, OH, a manufacturer of high barrier printed and laminated films, foils and papers used to package snack foods, mixes, coffee, candy and other dry foods, has been acquired by the James River Corporation through an exchange of stock.

James River will integrate Specialty Papers, a company with manufacturing locations in Dayton and Shreveport, LA, and a current annual sales rate of about $65 million, into their Flexible Packaging Division. All of Specialty Papers' approximately 400 employees, including existing officers, are expected to remain with the company.

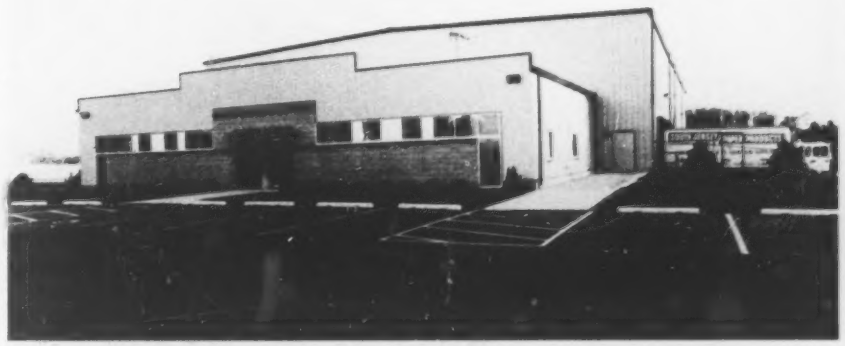
Carter Rice Transfers Industrial Paper Business

Carter Rice of New England will be turning over its industrial paper business to the Dowd Company. This action will provide some welcome relief to Carter Rice's fast-growing fine paper business in terms of warehouse space and trucking capacity. The combined industrial businesses will operate under the Dowd name. (Both Carter Rice and Dowd are part of the Hammermill-International Distribution Group).

The Carter Rice locations affected are: Pawtucket, RI; Hartford and West Haven, CT; Boston, Worcester and Springfield, MA. Dowd will continue to be headquartered in Woburn, MA, with a branch (Symons Paper Co.) in Gardner, MA.

South Jersey Paper Opens New Facility in Vineland

Combining a modern distribution center with a retail showroom and offices on an eight acre site, South Jersey Paper Products new headquarters at 351 West Elmer Road marks its third expansion since its founding in 1950. The company services a six county area around Vineland, NJ with products from James River/Dixie Marathon, Sweetheart Products, S.C. Johnson and others. The new facility operates around-the-clock, with a night crew preparing orders for next day delivery.



Merchants Gather to Review Customer Objections

Merchants Sales Company, manufacturers reps located in Greensboro, NC, featured Dr. Larry Steinmetz of High Yield Management, Boulder, CO, on one day of a recent three day sales meeting. Dr. Steinmetz led a seminar on the subject of handling price objections. Merchants Sales will provide a video tape as part of a value added training program being made available to their key distributors' salespeople.

News Briefs

CURTIS DIVISION-NEWARK PAPER MILL of the James River Corporation has been presented with the Clean Water Award to Industry by the Izaak Walton

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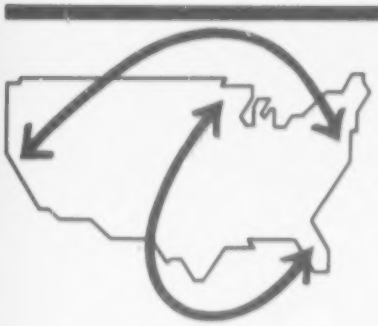

Professions Inc. is a 14 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 300 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

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CHAIRMAN'S CORNER

Who's Who In Paper Distribution. Who Needs It.

Houlihan

Seven years ago I made the decision to participate in the NPTA. The idea of giving something back to our industry was a consideration I felt I had to make. After all, it had been very good to Fleetwood and I was interested in what more I might contribute or could learn. Contributing to NPTA with our money and/or our time helps to make our association stronger and, therefore, makes each one of us a little better equipped. We become one voice . . . NPTA speaks for us all.

In addition to the various educational avenues offered by the NPTA; books, cassettes, and seminars, the Annual Convention offers a forum to learn what is new in our industry and to meet other members from across the country. Participation in our various surveys and PAR reports allows you to exchange important information and you are kept posted of these latest happenings through "NPTA Update" and the monthly issue of *MN* magazine. In conjunction with the National Association of Wholesalers (NAW) as our lobbyist representing us in Congress, we are kept up to date on anything connected with the distribution industry. Last, but most important, the Endowed Chair Program will ensure our industry's growth in the world marketplace.

Who needs NPTA? *You* need NPTA and NPTA needs you!

Francis J. Houlihan
NPTA Chairman

INDUSTRY NEWS CONTINUED

League of America. The award was based on the mills implementation of a program that was designed not only to conserve water but to eliminate the flow of discharge into White Clay Creek. The Izaak Walton League was founded in 1922, making it one of the nations's oldest conservation organizations.

LOUISIANA-PACIFIC CORP. and Santa Fe Industries, Inc., a subsidiary of Santa Fe Southern Pacific Corp., have agreed to the purchase by Louisiana-Pacific of Kirby Forest Industries, Inc., which was wholly owned by Santa Fe Industries. The $315 million purchase price brings to Louisiana-Pacific Corp. a company which owns about 650,000 acres of timberland in East Texas and Louisiana, as well as three complexes that manufacture plywood and lumber.

THEOCHEM LABORATORIES, INC. of Tampa, FL and Greensboro, NC, has purchased Time Chemical, Inc. of Atlanta. Time Chemical has been renamed Time Products, Inc. and will be operated autonomously from Theochem. Time specializes in the manufacture of food processing, warewash, laundry and housekeeping chemicals, both liquids and powders. Earl Blough is president and COO of Time, while Henry J. (Hank) Fields has been appointed vice president for sales and marketing.

COMPRINT INTERNATIONAL, a major conference on media, will be held from June 7–10 in Vienna, Austria. Mario Formenton of Arnoldo Mondadori in Italy and John Dennis of R.R. Donnelley in the U.S.A. will preside jointly. They will share the dais with people from major printing firms in Japan, Germany, Holland, and Switzerland among others.

Subjects to be discussed at Comprint International include assessment of changes, both in technology and markets, new choices open to advertisers on the media markets, education of media and print personnel in the future and electronic publishing.

Invitations to Comprint International are now being sent out by the organizer of the conference, Intergraf, the International Confederation for the Printing and Allied Industries, headquartered in Brussels, Belgium.

People in the News

Don Anderberg, who had been vice president, sales for Wilcox Paper Company of Minneapolis for 20 years passed away last Dec. 9th after a long illness. He is survived by his wife Helen and 2 children.

Charles J. Meyer was recently named vice president - internal affairs and N.W. Tinkey was named vice president - sales of Waterloo Paper Company, Waterloo, IA.

T.A. Howells, formerly of the Institute of Paper Chemistry, has been elected president of the Sun Cities Paper Group for 1987, succeeding Joseph Thomas, formerly of S.D. Warren Co.

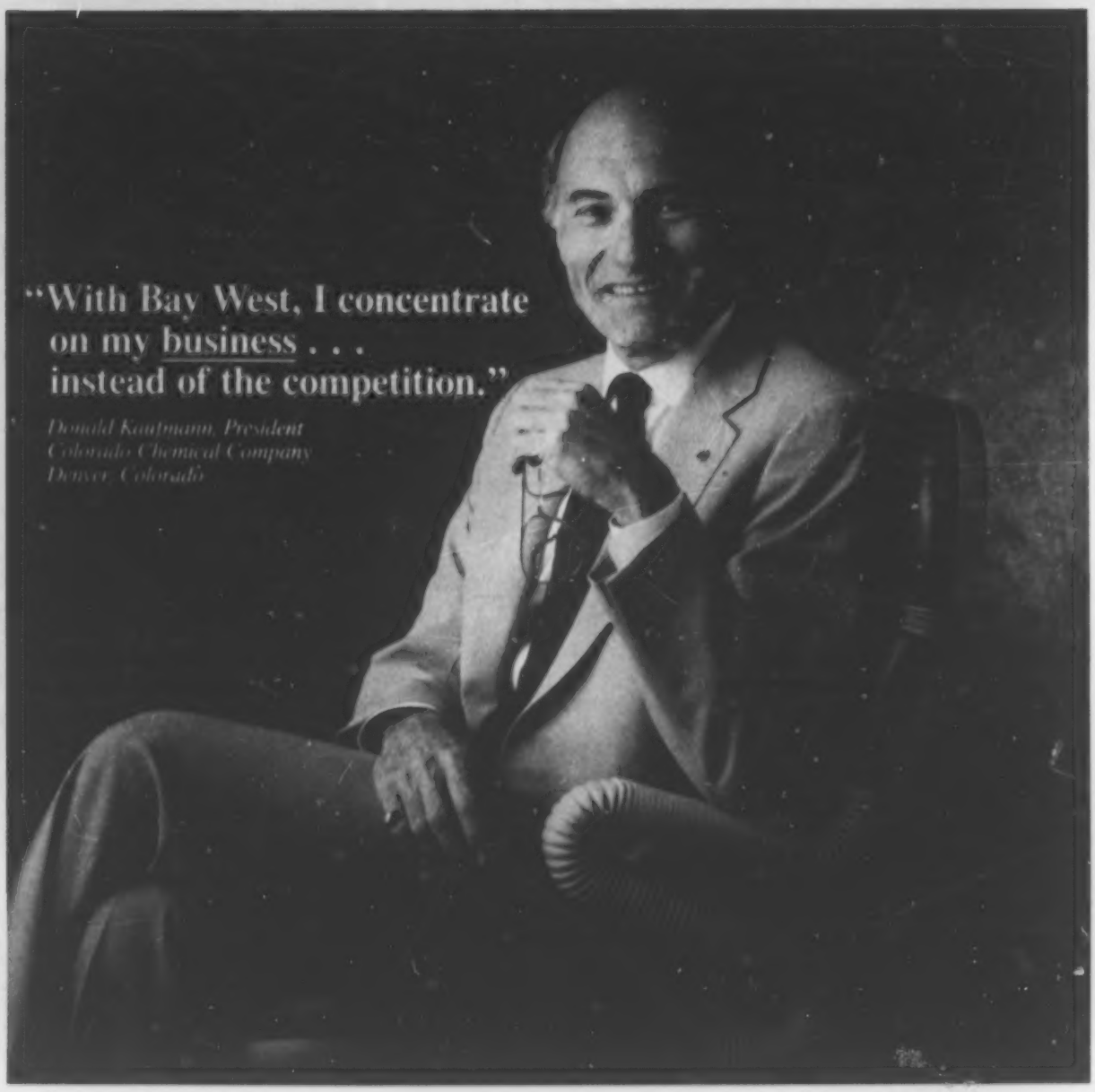
Other officers and their former companies are: vice president, Sig Linden (LaSalle Messinger Paper Co.); treasurer, Ruth Jameson (Weyerhaeuser); program chairman, John Lonberger (Gould Pumps); membership chairman, Cliff Reppe (Hercules, Inc.); calling committee chairman, Reinhold Vogt (NCR Appleton Paper).

John O'Donoghue has been named vice president of operations for Advance Paper & Chemical Co., a division of Hammermill Paper Co. O'Donoghue has been with Advance for eleven years, serving most recently as director of operations. Prior to entering the paper industry, O'Donoghue had been a professional baseball player for thirteen years, including eight years in the majors.

Robert J. Tracy has been named printing paper sales manager for Snyder Paper Corporation of Hickory, NC. Tracy has been with Snyder since 1979, and has been affiliated with several major manufacturers during his eighteen years in the paper industry. Replacing Tracy as manager of Snyder's Charlotte branch is Randy B. Bunnell, who was most recently an area manager for Nashua Corporation's Graphic Products Division.

C.L. (Jimmy) James has retired from Rourke-Eno Paper of Hartford, CT, a division of Paper Corporation of America. James has spent 26 years in the paper industry, spending the last ten years as manager of consumer products for Rourke-Eno's administrative group.

John D. Fox has joined Mac Papers, Inc. of Jacksonville, FL as vice president



"Competition is stiff enough without having to sell against your own lines in the same marketplace. That's one of the reasons we carry Bay West. Their selective distribution policy keeps my profitability at a very fair level — there's no price trenching to compete with other Bay West distributors for the same customers. I can concentrate on improving our sales activity instead of worrying about my competitors."

"The people at Bay West make us feel like we're part of the team, and they work with us to increase our sales and profit levels. They even help us create marketing programs that are custom-tailored to our specific needs. We have what I consider to be a mutually profitable relationship."

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with responsibilities in sales promotion, marketing, sourcing and operations. Fox had previously served as vice president for Unijax, Inc., retiring from that company in 1986. Fox started his career in the mid-1940's, and recently completed serving a three year term on the Printing Paper Committee of the National Paper Trade Association.

Sydney D. Brener, former president of United Twine & Paper Company, Inc. of Lancaster, PA passed away on Nov. 15, 1986. Mr. Brener joined UTP in 1939 and became president in 1951, a position he continued to hold until 1976, when he retired and became chairman of the board. Mr. Brener is survived by his wife, two sons and three grandchildren.

The Sun Cities Paper Group, founded in 1973, is composed of current or former members of the paper industry who reside in Sun City, Sun City West or vicinity. Luncheons are held at noon on the first Saturday of each month ((Nov.-April) at the Country Cupboard in Sun City. Anyone in the paper industry who is visiting Arizona and is in the area is invited to attend.

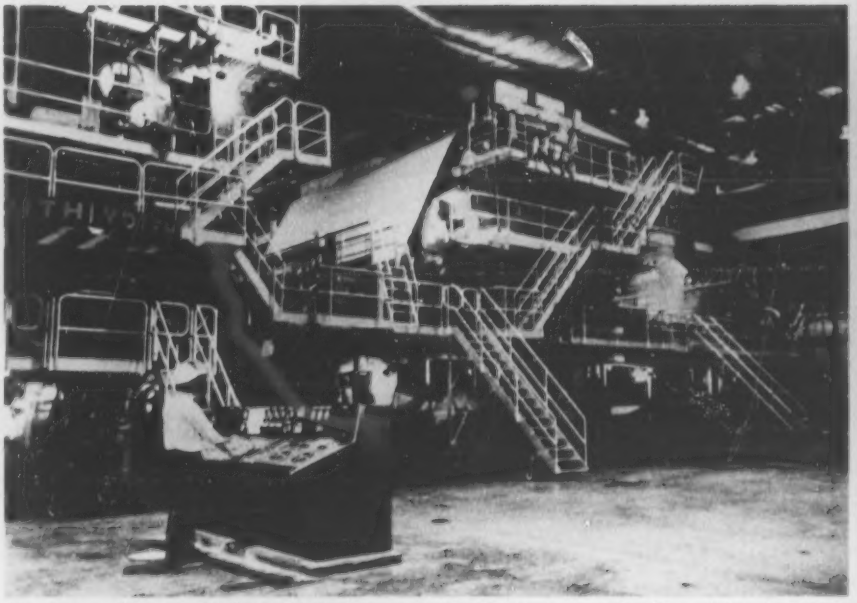
Stan Hashimoto has been promoted to vice president and general manager of Mail-Well Envelope, following the death of Kenneth Kitsu. Mail-Well Envelope, a subsidiary of Great Northern Nekoosa Corporation, specializes in the design and manufacture of custom envelopes.

Raymond J. Dinkin, John S. Clement, Lee B. Griffith, Luis Rebollar, Robert L. Vanderselt and P. Newton White have all been elected new corporate vice presidents by the Board of Directors of Scott Paper Company.

Richard L. Mullen has been appointed vice president-kraft converter sales and Richard C. Green has been appointed vice president-converted paper sales of Longview Fibre Company. Mullen has been with Longview since 1946, while Green has served the company since 1968.

Timothy E. Needham has been named president of the Brown-Bridge operations of Kimberly-Clark Corp. Brown-Bridge, located in Troy, OH makes adhesive-coated papers, films and foils for commercial printing and other markets.

Leif Smedman has become president and CEO of Newton Falls Paper Mill, Inc.



Hammermill's world-class #15 paper machine's startup at its Riverdale plant was called "spectacular," with its paper heading to the reels more than four months ahead of schedule. Even in the initial stages of production, the giant machine is said to be setting standards of operating efficiency, product quality, and reliability. Controlled by a fully computerized system, the machine is capable of running at speeds to 3,000 feet per minute and turning out 185,000 tons of paper annually. Additional features include an all-computerized dual cut size converting line, a moisture-proof wrap, and automated packaging and loading the reams.

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Paper Merchants Guide to Profitable Management. *NPTA.* $49.	1
2	Win-Win Telemarketing Program. *S. Michael Zibrun.* $135.	8
3	Fine Paper Catalog. *Grade Finders.* $55.	2
4	Measuring Customer and Product Line Profitability. *Mullins.* $35.	6
5	Paper Merchant's Guide to Personnel Selection and Evaluation. *NPTA.* $85.	3
6	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	4
7	Higher Profits from Day One. *Arthur Andersen.* $250.	—
8	Branching and Market Coverage. *Healy.* $35.	—
9	The Practical Handbook of Warehousing. *Ackerman.* $40.	7
10	Automated Inventory Management. *Graham.* $35.	—

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Printing Paper

Major Trends Affecting Future of Printing Paper Consumption

Walker Wiener Associates (WWA), a Briarcliff Manor, NY based marketing research firm specializing in the paper, printing and print media industries has completed its second annual assessment of major trends affecting the future of printing and writing paper consumption in the U.S.

- The underlying demand forces supporting the use of paper still remain strong despite continued developments relating to alternative electronic communication technologies, threats of government legislation, slowdowns in magazine ad pages, and industry consolidations. Key positive influences relate to: a stabilization in print media's share of the total advertising pie, continued introductions of new magazine titles and increasing use of inserts and catalogs. Additionally, the growth of sales promotion, public relations and non-traditional advertising media continues to spur printing and paper demand.
- U.S. paper sourcing patterns continue to globalize. Excluding newsprint, imports of printing and writing papers accounted for 11.9% of total U.S. consumption during the first nine months of 1986, up from 11.8% in 1985. Off-shore imports fell off slightly, from 5.7% of total consumption during the first nine months of 1985 to 5.2% during 1986. Many off-shore suppliers have shown a commitment to remain in the U.S. market despite lower profit margins caused by the decline in the U.S. dollar. The growing involvement of the world publishing and printing community in U.S. markets is likely to open further doors for off-shore paper suppliers.
- Branded paper grades are quickly becoming the most important means for positioning new and old paper products in an increasingly competitive marketplace. The growth in the use of "brand positioning" or "product brand differentiation" by both major domestic and off-shore producers will mean that less attention will be focused on the industry's traditional grade structuring criteria. The coated paper arena has been the focus of most positioning efforts by major paper producers.
- Printing quality requirements and expectations continue to rise, thereby placing greater demands on paper substrates—both in roll and sheet form. Higher quality communication pieces are often the primary means for advertisers to distinguish themselves in an increasingly competitive mailbox or Sunday newspaper.
- The growth of direct marketing is expected to continue through the rest of the eighties, providing an underlying demand for growth in higher value printing materials. Ancillary paper growth opportunities emanating from a rise in direct marketing include those for supportive printed materials (envelopes, letters and reply cards, customized business forms, labels) and packaging materials (corrugated containers for shipping).
- The increasing automation of the bindery function will likely lead to greater use of multiple paper grades in individual publications—both magazines and catalogs. Increased interest continues to be shown by publishers in selective binding of signatures.
- The role of the graphic designer represents one of the most important new forces for increasing printing quality requirements. Greater demands from this group (as it develops greater paper and printing sophistication) are directly impacting catalogs, publications, packaging and many of the corporate collateral materials being used today.
- Advances in the technology relating to low speed "page printing systems" (e.g., office laser printers) represents one of the most important forces impacting the consumption of paper in the office environment. In addition to throughput paper demands, these machines are opening the door to demands for an increased variety of paper grades, both in replacement of and as a supplement to traditional bond copying and forms bond papers.
- Regional publication printing demands have opened the door to new plant investments. This is particularly evident in the western U.S., where several major printers have either acquired or built new facilities to serve this market region. As the vast majority of new paper machine investments continue to be east of the Rockies, the growth of paper demands in the western U.S. has been a prime target of off-shore paper suppliers in their competition for a share of U.S. marketplace.
- Waste continues to remain as one of the major forces impacting paper demand. Given the disposable aspects of most paper products, or that paper can represent a minor cost in completing an overall advertising or promotional project—there is often little incentive or desire to save on paper usage in many short print run areas.

Desktop Publishing Growing Rapidly, Seen Affecting Paper

As personal computers (PCs) grow ever more powerful, laser printers continue to come down in price and more programs become available, the idea represented by the term "desktop publishing" is being adopted by more and more companies. The original impetus for producing camera-ready copy by PC came from Apple, which teamed up their Macintosh computer and laser printer to create a niche for Apple in the corporate world (which is overwhelmingly committed to the IBM standard).

To a large extent, Apple's ploy worked, but recent months have seen a surge of programs designed to work on IBM-type PCs, so that would-be desktop publishers may not have to buy another computer if they are already equipped with IBM or compatible PCs. (Though they should have an AT or equivalent with one megabyte of memory and a laser printer).

Many sales departments are using desktop publishing to produce newsletters, bid proposals, sales promotion literature, brochures and other needed printed material. Expanded in-house publishing, while having an adverse effect on the printing trade (especially in single-color jobs), expands the corporate market for cut sheet paper. It would probably be a wise move to institute a

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survey among both your present client base as well as potential clients to determine whether they are already involved in desktop publishing or intend to become involved.

Industrial Paper

New Statistics in Fast Food

A new survey conducted by the Gallup organization reports that of those who purchase take-out food at least once a week, 32% buy it from a supermarket. This has been a significant increase over previous polls. Twenty-five percent of participants surveyed bought take-out from fast food outlets, 17% bought from pizza parlors and 12% from family restaurants and diners.

The rise of take-out from supermarkets has been a dramatic development for these retailers. Most have been so successful that even doubting competitors have instituted take-out counters in their stores. According to a recent survey by the Food Marketing Institute, 68% of all supermarkets had deli take-out counters in 1985, almost double the 37% recorded in the last survey in 1981. Products sold by paper distributors into supermarkets have been primarily meat trays, sanitary supplies and other small order products. Now distributors would be wise to sell an assortment of fast food disposables for these new take-out orders.

FDA Code: The Future or More Confusion?

The FDA has named a task force to help develop a model unicode for food service and other products. This task force met for the first time in Washington, D.C. on December 9, 1986. The members of this group enthusiastically endorsed the idea of updating the current codes for food service, retail foods, vending and other areas. These would then become a comprehensive document on unicode procedure. Each state would be given the option of adopting any or all of the remodeled codes.

The plan agreed upon calls for the panel to present a first draft of this FDA system which would then be circulated by way of the *Federal Register* to as many people as possible, and the appropriate Associations. The sensitive issues surrounding this new coding would be worked on by task force subcommittees. These areas would include management responsibilities, corporate responsibilities and other areas of contention.

While all agree that the time is right for a new model unicode, as is often the case there is much confusion over what changes should be made and how they should be made. The issue of state control of their codes on these products is also a problem with distribution when customers are across state lines.

The Single Service Institute has been in communication with the FDA on the restoration of the "Food Service Code" and other appropriate codes which apply, as well as the specific provision which states that single service products should be used whenever sanitizing facilities are not available.

NPTA Industrial Division to Offer Cleaning & Maintenance Supply Symposium Video Tapes

NPTA's Industrial Papers Division announced that it would soon be offering the video tapes produced during its recent "Cleaning & Maintenance Supply Symposium", held in Atlanta, GA. These tapes will be for sale to members and the industry, either individually or by the set of eight (8) programs.

NPTA held the very successful symposium because the Industrial Division has recognized the dramatic increase in interest on the part of industrial members in the cleaning and maintenance supply product line. The symposium featured many industry leaders from both the distribution and manufacturing sectors. The sessions were designed to provide an overview of the ins and outs of distributing these products and the services necessary to meet customers' needs in this area.

The programs included are:

Tape #1) Cleaning & Maintenance Supply: What are the Products and Services of the Distributor?—David Holtzman, TEC Products, NJ; Jack Woodhouse, Standard Paper Sales Co., Asheville, NC; Richards "Dix" Jarden, Bullen Chemical Co., Folcroft, PA

Tape #2) Who are the Cleaning & Maintenance Supply Customers & What are They Looking for?—Richards "Dix" Jarden, Bullen Chemical Co., Folcroft, PA

Tape#3) Are Specialists Necessary and What do They do?—James Brame, Jr., Brame Specialty Co., Durham, NC

Tape #4) Product Liability in Cleaning & Maintenance Supply—Michael Weir, Esq., Chadbourne, Parke, NY

Tape #5) What Merchants Can Expect from Manufacturers of Cleaning & Maintenance Supply Products—Ken Koblitz, Americo Manufacturing Co., Ackworth, GA

Tape #6) Customer Services in Cleaning & Maintenance Supply—John Plant, Maintenance Equipment Co., Tucker, GA

Tape #7) How to Beef Up Your Marketing Efforts and Company Image in Order to Sell Sanitary Supply—Ken Koblitz, Americo Manufacturing Co., Ackworth, GA

Tape #8) Future Trends in Cleaning & Maintenance Supply—Ken Koblitz, Americo Manufacturing Co., Ackworth, GA; John Plant, Maintenance Equipment Co., Tucker, GA

Have Oven, Will Travel

Arby's fast food company recently introduced twenty (20) mobile units for service away from their retail outlets. These units are fully equipped to sell the full line of Arby's products at large outdoor activities such as sporting events and parades. Each unit will be 32'x8' and will contain a freezer, sink, two ovens and a complete beverage system.

Arby's is hoping that these units will also increase sales at their restaurants by introducing their products to consumers who have not tried them but might be tempted to do so in place of the usual "hot dog" fare normally provided at such events. Naturally, all of the other fast

"We're too small a company to justify the purchase of a computer..."

That kind of thinking is what keeps small companies small. It is usually spoken by someone who believes that computers fall into one of three distinct categories: expensive, inadequate, or hard to use.

If you believe a computer can help your business, but is something you aren't quite ready for; or feel that a computer powerful enough for business costs too much, or you have to know how to program a computer in order to use one, then pictured above is your answer.
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The Macintosh is a powerful, extremely easy to use, and expandable* computer that can help you now, and grow along with your business.

What you really see in the picture is a relational database, a product catalog including complete MSDS information, year-to-date accounts payable and receivable, as well as a general ledger, annual sales projections, a complete listing of customers, including their phone numbers,addresses, and sales history, 265 pages of correspondence, a shopping list memo, and an on-going game of chess.

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food chains are watching the progress of this program and are likely to follow suit should Arby's be successful.

Household Paper Marketing Analysis Just Published

The U.S. market for household paper products is the subject of a strategic marketing analysis and biennial review that has been published by Business Trend Analysts (BTA). Among the topics covered in the 235 page report are:

- Overall market dynamics
- Market segmentation
- Survey of consumer buying patterns
- Retail distribution patterns
- Pricing trends
- Export markets
- Competitor information
- Producer price indexes
- Capacity utilization
- Industry economics and consumption patterns
- Exports

The study, which covers the years 1972–85, with estimates for 1986 and projections to 1995, reveals that dollar sales of household paper products (measured at the manufacturers' level) totaled $7.8 billion in 1985, a jump of 5.4% over 1984. Average yearly growth of 8.2% through 1995 is projected.

Sales of toilet tissue are growing faster in the industrial market than in the consumer market. Industrial tissue sales for 1986 are estimated at 37.8% vs. 62.2% for consumer types (up from 24.8% in 1972).

Of the $2.47 billion institutional tissue paper market, 40% is accounted for by towels, 29.4% by toilet tissue, 24.9% by table napkins and 5.7% by wipers. Toilet tissue's share has risen most over the years. 312,000 short tons of industrial toilet tissue was shipped in 1986 (estimate), for 18.4% of the total, compared to 1.38 million short tons on the consumer side, or 81.6%.

Industrial paper towel shipments totalled an estimated 568,000 short tons in 1986, worth $938 million and accounting for 39.6% of the market. Industrial-grade table napkin shipments totalled 356,000 short tons, worth $572 million, for 61.4% of the total market. Paper cups, while accounting for a 67% share of the market, continue to lose ground to foam cups and other plastic-based cups.

Reflecting the intense competition in the industry, outlays for advertising continue to rise, with an increasing percentage of ad budgets going to local television stations.

For further information about the study, or to order a copy ($650), write to BTA's Publications Department, 2171 Jericho Turnpike, Commack, NY 11725, or phone 516-462-5454.

Microwave Mania

The fast food industry has been watching the increase in sales and usage of microwave ovens very carefully. Most food service executives are fearful that the microwave may have the same effect on the food service industry that the VCR had on the movie industry. Food for thought on this matter is the fact that sales of fast food were flat in 1985. Many are wondering if this indicates that consumers are using the microwave for quick meals rather than going out to eat at a local restaurant. Such a trend would pose dramatic new challenges to the food service industry, especially fast food operators.

It is hard to imagine an increase in advertising on the part of fast food producers. It is speculated, however, that this may soon happen as sales drop rather than increase.

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Sending several flat envelopes to a single address is wasting postage dollars. This chart compares the costs of mailing 2 lbs.

Three Flat Envelopes		One AFV Expanding Envelope	
Postage:		Postage:	
12 oz.	$2.09	36 oz.	$2.40
12 oz.	2.09	Total . . . 36 oz.	$2.40
12 oz.	2.09	Envelope cost:	
Total . . . 36 oz.	$6.27	1 kraft expanding	.35
Envelope cost:		TOTAL COST	$2.75
3 kraft flats @ 8¢ ea.	.24		
TOTAL COST	$6.51	**SAVE 58%**	

4 oz. of material in three flats versus one AFV Expanding Mailer.

Just look at those savings in a single mailing! And when you multiply that by the thousands of mailings that go through mailrooms, you can see how easy it is to save thousands of dollars in postage alone.

And there are other savings, too. Savings on labor costs, because AFV expanding envelopes require less handling. Savings on storage costs, because customers need to stock fewer envelopes. Savings on registration costs, because they register only one envelope instead of several.

Here's another reason your customers will switch to AFV expanding envelopes—the special features that give added protection to securities, reports and other important papers:

- gusset extentions that fold over and protect the ends and corners;
- large flap that seals down over seams and reinforces the envelope (available with remoistening gum and Press-Tite Dri-Seal);
- evenly applied gum on the flap to ensure a tight seal.

AFV expanding envelopes are available in both kraft and super-strong, super-lightweight Tyvek®. Sizes range from 3½" x 7½" x 1" to 12" x 18" x 3". There's a size for every purpose!

When you help your customers save money, you'll be helping yourself increase sales! For more information on AFV Expanding Mailers, call or return the coupon below.

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YES! I want to increase sales by introducing the envelope that can save my customers money. Please have my AFV Account Executive call me about AFV Expanding Mailers.

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A Management Program Tailored For Today's Industry Leaders

Some participants have described the NPTA Paper Distribution Management Development Program as intense, some comprehensive and some highly educationally rewarding and professional. All would agree that it is the most customized and specialized program available to managers of wholesale paper distributorships.

Week one provides participants in-depth training around key financial aspects of managing a merchant operation; week two gives training in the human resource area—effective leadership styles, time management, performance management, interpersonal and organizational communication.

On November 14, 1986, twenty-one managers completed their first week at Miami University in Oxford, Ohio. Jack Smith, president, Smith Paper Co., Pine Bluff, Arkansas, sums up the group's reactions this way:

"Since returning from Miami University I feel even more fulfilled and rewarded for attending your Management Development Program. Considering the fairly broad range of business types and sizes and the broader range of management levels attending, I think you did a *fantastic* job of structuring a program that was meaningful to all.

"Granted, each of us probably had our own different set of topics covered that we would like to have delved into more deeply. Realizing the impracticality of that, I am confident that we were provided the best of all worlds.

"Your selection of faculty was excellent. Each, in their respective areas, was obviously highly qualified to cover his subject. Any other combination would probably have been less effective.

"Bottom line: you, the staff and faculty pulled it off beautifully. I thank you and look forward to next May."

The Program's First Week in Detail

The following is an outline of the first week, presented from Nov. 10–14, 1986.

- Session 1: *The Scope of Marketing Management*

The first full-day session devoted to marketing focuses on four areas: the scope of marketing, market segmentation, buying behavior and external market analysis. The session concluded with the analysis of a case study which explores a number of sales management issues of a paper distributor. In the section dealing with the scope of marketing, participants learned the basic characteristics of a marketing oriented company and completed a survey which measures the extent to which their company has embraced sound marketing management principles. The segmentation section highlighted the various techniques for evaluating market segments with particular emphasis on SIC codes.

- Session 2: *Profitability Analysis*

One-third of the first week is devoted to topics that should be of concern to developing management in the paper merchant business. The first half-day session is designed to familiarize participants with basic accounting and financial terms and to promote better understanding of the factors that contribute to company profitability from the perspective of company owners. The relationship between operational profitability and rate of return to owners is developed. Financial statement data from two major paper manufacturers are used to illustrate the principal analytical elements covered.

- Session 3: *Strategic Management of the Paper Wholesaler*

The session deals with understanding management's role in shaping the future of the firm, understanding the impact of changing societal values on managing a firm, and analyzing a planning process for shaping the firm's future. The session concluded with the analysis of a case study in which participants evaluate the effect of managerial style culture on mergers.

- Session 4: *Use of Performance Measures*

The second half-day session dealt with the terminology and financial elements of capital expenditure decision-making. Participants learned how to make and are required to make a capital budgeting decision relating to a proposed capital expenditure appropriate to paper wholesaling. Participants are introduced in the session to leasing decisions, which require a transfer of skills from capital budgeting analysis. The final half-day session on finance is primarily concerned with an evaluation of a participating paper merchant's financial statements and performance. Emphasis is placed on familiarizing participants with the NPTA's Performance Analysis Report and on use of the Report format to analyze company data.

- Session 5: *Understanding the Industrial Buying Process*

In the buying behavior segment, significant attention is given to understanding how buying decisions are made and how marketing programs should be geared to these important behavioral dimensions. The final section, external market analysis, demonstrated the application of a variety of techniques for measuring market potential, evaluating competitors and analyzing customers.

- Session 6: *Market Analysis—Internal*

A paper merchant is a marketing services organization. The strength of the business is directly related to how customers perceive the products, services and marketing capabilities of the company. This segment of the program is

concerned with the various aspects of evaluating a company's marketing effectiveness and the development of strategic marketing plans.

Participants are asked to take a look at changes taking place in their business environment and to make some observations about the impact of change on their overall marketing approach. In addition, they are presented with tools and techniques for conducting a Marketing Productivity Audit and are given practical advice on how to build an effective marketing/business plan for their organizations. Topics include the following: evaluating industry and market conditions; how to analyze competition; improving relationships with suppliers; how to evaluate and improve internal systems/procedures; facilities and service capabilities assessment; evaluation of management and personnel effectiveness; and understanding the financial implications of marketing decisions. The session is interactive and involves the use of examples, exercises and workshop sessions.

- Session 7: *Credit and Collections*

The final topic considered in the finance area is credit evaluation, with emphasis placed on use of financial ratios and problems related to sources of information and the credibility of available information.

Who Should Attend

The Program is designed for managers who are seeking professional development which will broaden their skills and enhance their progression to higher levels of responsibility. Participants will have comparable managerial responsibilities but diverse skills and experience.

The program carries no formal educational prerequisites for admission. Participants tend to be approximately 35 to 45 years old. They are persons who want to think, learn and contribute to the discussions. It is important that they be free from company responsibilities during the entire Program.

In the first four sessions of the Program, 71 persons have attended, sponsored by 45 companies from 31 states and 4 Canadian provinces. Representative titles have included president (5), vice president (11), general manager (9), branch manager (12), and sales manager (11).

Program sponsors include...
Kent H. Landsberg Company
Carter-Rice
Sofco, Inc.
Lowe Packaging Services, Inc.
Mississippi Paper Company
Brame Specialty Company, Inc.
Unijax, Inc.
Ropak of Texas-Div. of Hammermill
National Paper & Packaging Company
Butler Paper Company
J.B. Papers, Inc.
Rourke-Eno Paper Company, Inc.
Southern Paper Company
Zellerbach Paper Company
Nationwide
West Coast Paper Company
Federal Paper
Hull Paper Company
Commerce Paper Company
Graphic Papers
Paper Products Company
Century Papers, Inc.
Fleetwood Paper Company
Midwestern Paper Company
Johnson Wholesale
The Millcraft Paper Company
TarHeel Paper & Supply Company
Smith Paper Products Company
Inlander-Steindler Paper Company
The Ohio and Michigan Paper
Carr Paper Company
Morris Paper Company
The Cincinnati Cordage and Paper Company
Alling and Cory
Inter City Papers Ltd.
Supplyways, Inc.
The Dowd Company, Inc.
Dralle Paper
Richard Bauer & Company, Inc.
Fisher Brothers Paper Company
J.C. Scott Brothers, Ltd.
Buntin Reed Paper Company
Gummed Papers of America
McGinnis Independent Paper Company, Inc.
Hammermill Paper Company

Preview the Program First Hand

NPTA's Education and Training Department has released a 15 minute video tape introduction of its Paper Distribution Management Development Program. Filmed on Miami University campus, the program's professors outline the scope and focus of their respective presentations.

To preview this tape and to find out more about the full two-week syllabus and registering for the next full session: May 3–8 and November 8–13, 1987 contact Bruce H. Linden, NPTA, (516) 829-3070.

The 100th Congress: Major Agenda Issues

With the Democrats now in control of both the House and Senate, "Legislative Update" from the American Paper Institute, Inc. summarizes several areas of interest to the paper industry.

The Gramm-Rudman Act requires Congress to cut the fiscal year 1988 budget deficit by $40-60 billion, either by reducing spending or increasing revenue (or a combination of both). The Administration wants to cut non-military programs, increase user fees and sell selected government assets. Senate Budget Committee Chairman Lawton Chiles (D-FL) claims that the Administration's proposals fall about $20 billion short of the Gramm-Rudman target, in part because of overly optimistic projections for economic growth. Congress may be faced with choosing between increased taxes, which the Administration has not completely ruled out, and changing or ignoring the Gramm-Rudman targets. It seems unlikely that any changes will be made in the Tax Reform Act of 1986 concerning rates, effective dates, capital gains or other items.

Clean Air and Water

Last year Congress unanimously approved legislation to reauthorize the Clean Water Act, but President Reagan refused to sign the bill after the 99th Congress adjourned, thus vetoing it. The bill was repassed as one of the first orders of business (though not unanimously in the Senate), and by the time you read this it was probably passed over the (expected) President's veto. A major push is expected by proponents of acid rain legislation to place new controls on sulfur dioxide and nitrogen oxide. Acid rain legislation gained significant support in the last Congress, and, while there is still much opposition, it is possible that new controls will be enacted during the current Congress.

Employee Benefits and Rights

Mandated employee benefits is the focus of several bills that are likely to receive extensive hearings by Congressional committees. Among the topics to be addressed are expanded benefits for dislocated workers, continuation of health care insurance for four months for terminated employees and extended leave for personal illness. Also, the creation of a new federal system to identify workers at risk of occupational disease from exposure to toxic and hazardous substances and doing a comparable worth-type study of the federal employees pay and classification system are likely to be considered.

Trade Bill to be Considered

It is likely that a bill mandating retaliatory actions when other nations engage in unfair trading practices will be passed. At present, such action is discretionary, and the Administration is opposed to mandatory actions. Whether a compromise can be worked out is unclear at present.

Energy Legislation Unlikely

As usual, natural gas legislation will be considered, at least on the subcommittee level, but it is not very likely that any progress will be made in resolving the traditional differences between producers, users and utilities. Hearings on the Public Utility Regulatory Policies Act may be held, but utilities, consumers and alternate power producers all stated last year that no federal legislation is desired at this time, but action remains a possibility.

Re-regulation and Deregulation

Chairman John Dingell (D-MI) of the House Energy and Commerce Committee is expected to introduce legislation requiring new regulations to guarantee competition among railroads and ensure protection for rail employees. In the last Congress several trucking industry deregulation proposals were put forth, but it is unclear if a major effort will be forthcoming in this Congress to seek passage of these or similar proposals.

Corporate Takeovers and Antitrust

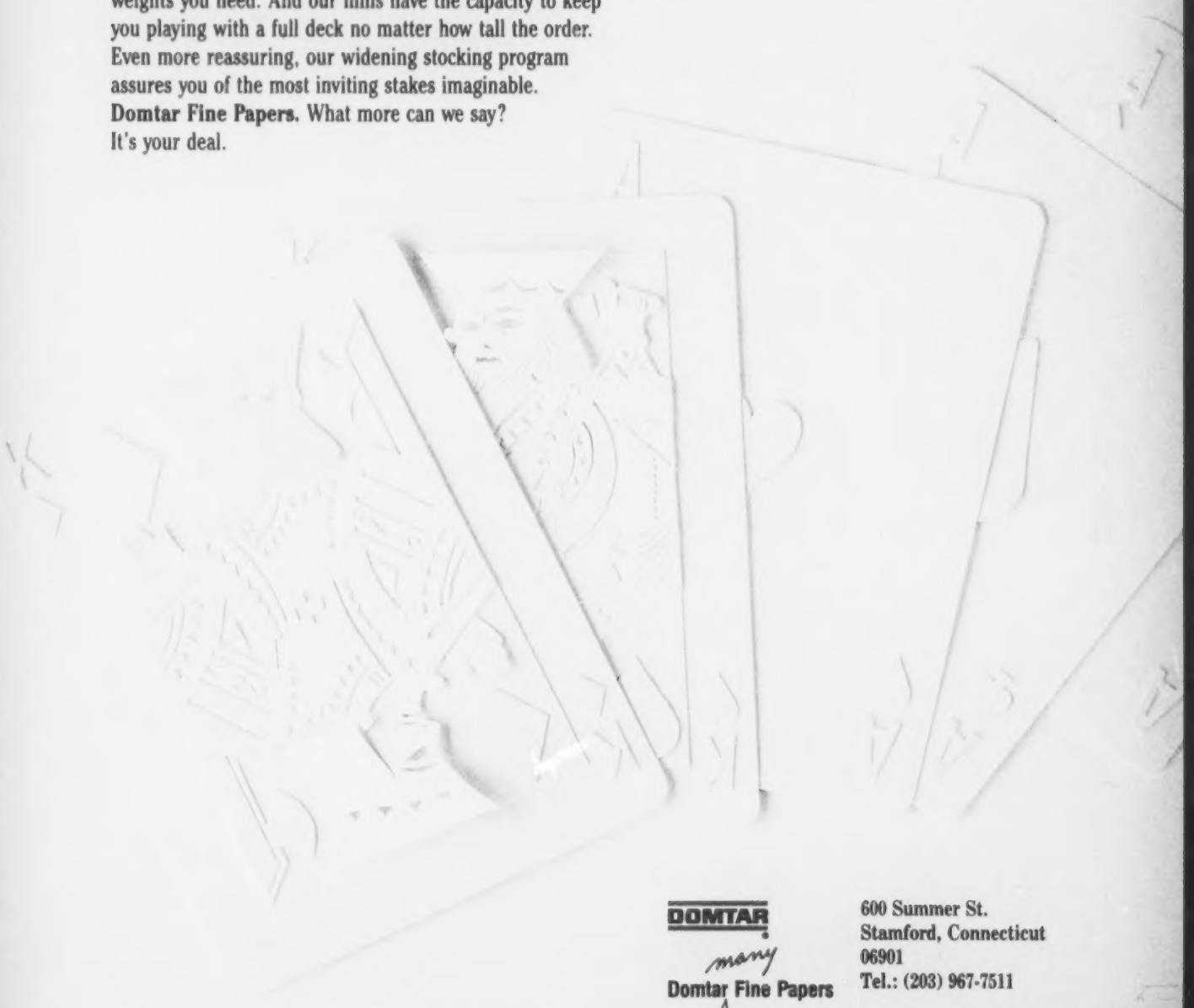
Recent insider trading revelations may inspire Congressional interest in changing corporate takeover rules. Whether legislation will actually be passed is uncertain, but extensive hearings are likely to be held by both Houses. With regard to antitrust legislation, the changeover in the Senate Judiciary Committee to a more liberal point of view than prevailed in last year's Republican controlled Senate may see proposals brought forth that would put business on the defensive.

Recent insider trading revelations may inspire Congressional interest in changing corporate takeover rules.

It's your deal

As a paper merchant house, you know you need a supplier you can count on for a winning hand when the chips are down. In short, a supplier that makes it easy to keep your house a full house.

Domtar Fine Papers. We've got the wide range of papers you need – uncoated free sheet, commercial printing, reprographic, writing – in the colors, whites, opaques and weights you need. And our mills have the capacity to keep you playing with a full deck no matter how tall the order. Even more reassuring, our widening stocking program assures you of the most inviting stakes imaginable.
Domtar Fine Papers. What more can we say?
It's your deal.



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The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Cost of Mill Sales Calls Reported Up Over 83%

The average cost per sales call for the paper companies represented in a 1985 McGraw-Hill survey of selling costs was $263.70—near the top of all industries. According to the report, *Cost of an Industrial Sales Call*, this is an increase of more than 83% from 1983-85, and falls within two-thirds of the industries whose sales calls costs rose. One-third of the 14 industries for which McGraw-Hill provided detailed data in its biennial 1985 survey had lower costs than two years ago. The latest overall cost for making a sales call was $229.70.■

ISP's President's Club meeting was held this year in Tuscon, Arizona. Participants included (from left): Front Row: M. Tracy, R. Schultz, W. Hemes, R. Bartman, W. Morrow, R. Mignano. Back Row: V. Batchelor, D. Malone, R. Klaetsch, T. Altholz, M. Ryan, J. Pyzynski, F. Vanstrom.

Study Shows Business-to-Business Advertising Works, Generates Leads

The Detroit chapter of the Business/Professional Advertising Association has done a study whose focus was on what field salespeople thought about advertising support. As reported in the January issue of *Sales and Marketing Management*, responses from 2,500 salespeople showed that more than 85% received sales leads from advertising during the past year, while more than 80% said that their companies have programs to follow up inquiries prompted by their ads.

Other findings in *The Detroit Study*, as it is called, indicated that 65% of salespeople read specialized business publications aimed at their customers; 67% thought that their customers view advertising as a "very important" way to learn about new products; and 69% said that they had used reprints or other examples of advertising in the course of making sales presentations during the past year. (While the study was not centered on any particular industry, *MN* hopes that more than 65% of salespeople in the paper trade are making use not only of specialized publications, but every means possible, to keep themselves up-to-date in all aspects of our industry).■

Sales Briefs

SENECA PAPER has announced the promotion of Tom Jorgensen to Rochester Division sales manager. Jorgensen has been with Seneca Paper for 25 years. George McCandless and Linda C. Greeley have joined the Rochester Division as sales representatives. Prior to joining Seneca Paper, McCandless had been with Case Hoyt for twelve years. Greeley has seven years experience in graphic arts, having worked for both Monroe Litho and Kircher & Associates. Seneca Paper is a division of Paper Corporation of America, a subsidiary of Alco Standard Corporation of Valley Forge, PA.

APPLETON PAPERS INC. has engaged Thomas K. Olson as senior sales representative for the Mid-Atlantic Region, King of Prussia, PA, sales office. Olsen had been an account executive with the Arnold Corporation of Cleveland, OH.

JAMES RIVER CORPORATION intends to expand its sales of specialty printing papers beyond current domestic markets. Culter Guard Bridge Export Ltd., which has previously acted as the overseas sales company for James River's GB Papers Division in Scotland, has been renamed James River Fine Papers Ltd. and will assume responsibility for the marketing of both British and U.S. produced specialty printing papers in international markets.

MARVEL LIGHTING CORP. of Fort Lee, NJ, a domestic manufacturer of long life light bulbs, is offering a reprint of a government report entitled "The Short Life of the Electric Light Bulb". The report states that "bulb life is shorter now than a half century ago," and explains the risks and hazards involved in changing light bulbs

in inaccessible locations as well as the cost in labor and time. For a free copy of the report, write to Marvel at 222 Bridge Plaza South, Fort Lee, NJ 07024; 201-944-2313.

THACKER CONTAINER CO. is now distributing eight new tote trays made of corrugated plastic by Diversi-Plast Products. Plastic has several inherent advantages over paperboard including greater strength, resistance to oils, acids, alkalis and grease, and reusability. Areas in which corrugated plastic has been found useful include material handling, distribution, food packaging, bulk mail and storage.

GILBERT PAPER has announced its second student letterhead design competition, aimed at student designers around the country. Judges from the graphic arts industry will select the winning entries, with the top four entries earning cash prizes for the student designer, the instructor and the school.

SCOTT PAPER COMPANY's Away-From-Home Products Division has published a detailed specification sheet on EconoMizer® cloth-replacement wipers. A copy of the sheet can be obtained by writing to EconoMizer Information Sheet, Scott Paper Company, Dept. JS-31, P.O. Box 830, Devon, PA 19333, or call 1-800-4-SCOTT-1.

UNITED PAPER, INC. has promoted Charlie Schmidt to national sales manager from his previous position as regional sales manager. In addition, Jeffrey A. Hussey has been appointed a sales representative for the Sturgis, MI firm. Hussey has over eight years experience in the paper industry, working as a purchasing agent for Mead Merchants in Cleveland just prior to joining United Paper.

CAROLINA RETAIL PACKAGING, INC. of Lexington, SC has announced several new positions and sales territories. Thomas M. Burbage, Jr. has joined the firm in an executive management position; Dennis Egan, a company vice president, will manage a new sales territory in the Richmond, VA area; Jane Cole will cover the southeastern Virginia territory; Lloyd Brinkley has joined the firm and will work in the new Raleigh Durham and eastern North Carolina sales area and Mike Martin, sales manager for Charlotte, NC will supervise the newly created market areas in addition to his present responsibilities.

AMKO PLASTICS INC. of Cincinnati, OH has introduced an over-the-shoulder carry bag for retail stores. Dubbed the Shoulder Drawstring bag, it can be carried under the arm, or the drawstrings can be pulled out either from the middle or one end. The bag was shown at the 1987 National Retailers Business and Equipment Exposition held in New York City in January.

GEORGIA-PACIFIC has named Glenn M. Leech sales manager for its Grocery Bag and Sack Division in Richmond, VA. The division manufactures a full line of bleached and natural kraft paper bags and sacks for paper distributors, wholesale grocers and supermarket chains.

INTERNATIONAL PAPER COMPANY is offering merchants greater ordering flexibility and faster delivery of rolls of Springhill™ Papers. Blue, Canary and Ivory offset rolls in 11 and 17 inch widths, 40 inch diameter and 50 and 60 pound basis weights with a Wove finish are available immediately from both their Ticonderoga, NY and Mobile, AL mills. International Paper will fill Custom Roll orders from the Mobile mill within 48 hours from available stocks, and will mix offset rolls with reprographic paper, colors, offset skids and cartons, and return postcard stock.

UNION CAMP CORP. has produced a full-color information kit about their solid fibre slipsheets. The company claims that the cost of shipping unitized loads of manufactured products on slipsheets costs significantly less, on a long-term basis, than using pallets. Slipsheets weigh less than pallets and also save space. To receive a copy, write to Union Camp Corp., Container Division, 1600 Valley Road, Wayne, NJ 07470, or call 201-628-2414.■

Cut Size Paper Buyers: What They Like About Their Equipment

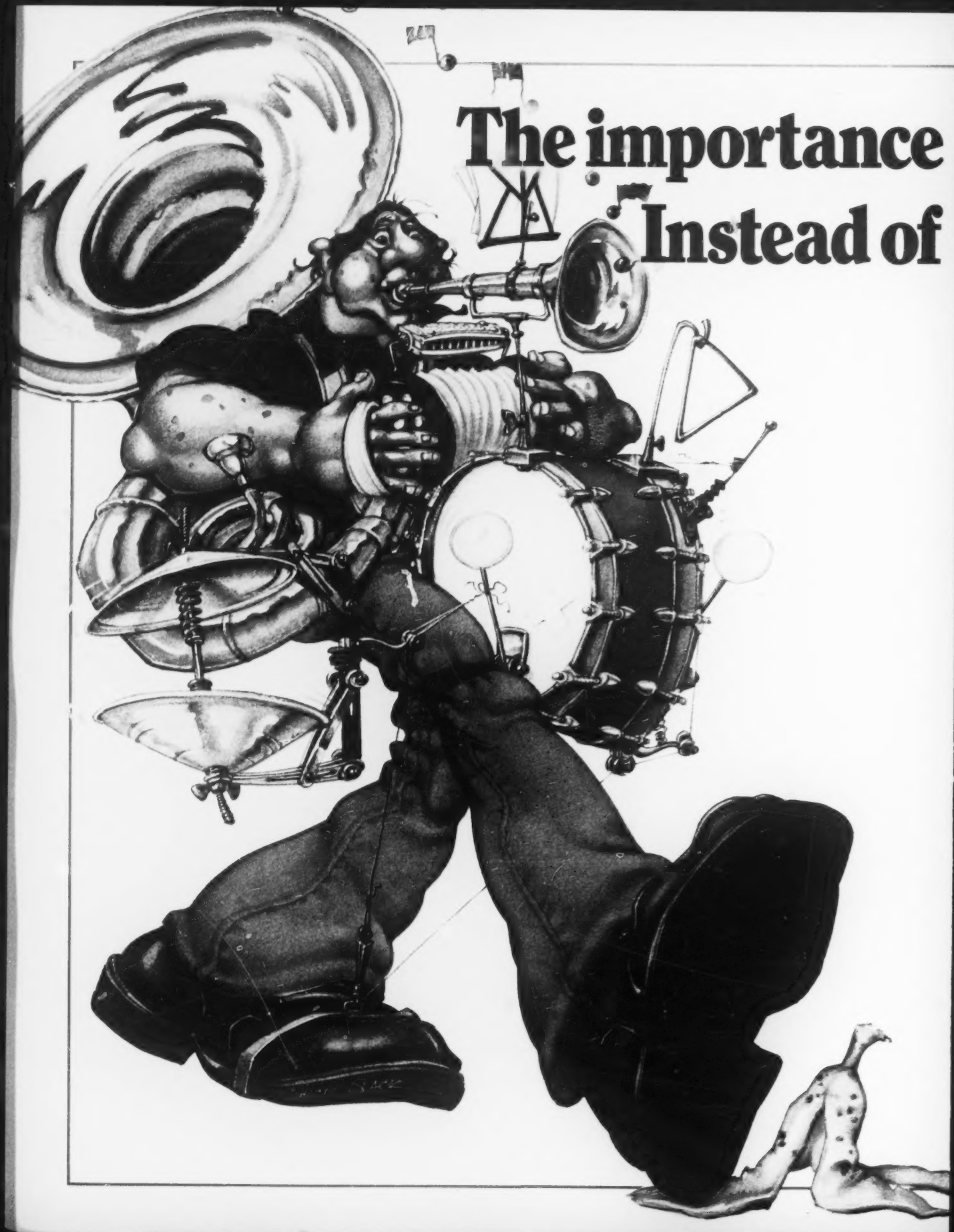
There are over 200 plain-paper copiers marketed in the U.S., reports the Datapro Research Corp. Their 1986 survey of readers of *The Office* magazine showed that most respondents said that reduction and enlargement capabilities were the primary factors in their copier selection.

Competition among copier manufacturers is causing the addition of many bells and whistles that buyers are not taken with, the report found. For example, interchangeable toner colors was not a needed feature for 56% of respondents, while 75% said reduction was a must.

Satisfaction level among users increased with higher volume machines. Of low-volume copier users, 12% were dissatisfied with their equipment. With the highest volume users, only 1% said that they were not happy with their copiers.■

Managers Learn to Spot Drug Abusers Quickly

The American Management Association reports that a survey of over 100 representatives of Fortune 100 companies suggests that training supervisors to spot signs of drug abuse and then confront suspected users may be more effective than urinalysis in curtailing drugs in the workplace. The Pharmaceutical Manufacturers Association (PMA) has produced a pamphlet entitled **Substance Abuse—Signs and Symptoms**, listing over 20 drugs commonly used for non-medical purposes along with the most common physical characteristics and behavior exhibited by users of these drugs. Single copies of the pamphlet can be ordered by writing to the PMA, Consumer Information, 1100 15th Street, N.W., Washington, D.C., or calling 202-835-3400.■


The importance
Instead of

ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well. doing too many things.

The Paper Giant certainly knows how to toot his horn. He seems to have everything that everyone wants in disposable products.

Until he slips up in the washroom.

He begins by selling through every distributor in town. The resulting price trenches send profit margins spiraling downward.

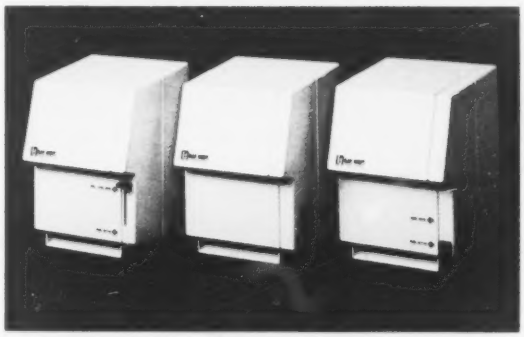
What's worse, the well-deserved sales from hard-earned end-user installations suffer a constant threat: being lost to nearby competitors who sell The Paper Giant's line, too.

It's not the kind of music anyone likes to face. Especially in the washroom, where the Paper Giant's emphasis on the food service market makes him march to the wrong beat. He's not in step with cost issues. Nor is he tuned into waste problems. Even his product quality strikes chords of user dissatisfaction.

Enter Bay West, the company that doesn't try to be all things to all people. *Just everything for the washroom.*

And with this full line comes the Bay Wester, your local representative from Bay West. His selective distribution policy means you sell products with unique value. At a highly exclusive ROI.

What's more, the washroom expertise of your Bay Wester helps to heighten service availability and strengthen washroom quality. His fresh, smart products even help your customers lower costs and reduce product waste to beat the band.



With new Compatible™ transfer dispensers and Turn-Towl® roll towels, each washroom has the degree of controlled usage and user convenience that's right—for you and your customers' washrooms.

As a result, washrooms work right for everyone—from the distributor all the way to the end-user.

And that's the name of that tune.

Get a great act together for your bottom line and your customers' washrooms. Call for the Bay Wester.

Visit our hospitality suite at the Sheraton-Boston Hotel during the NPTA Show.

BAY WEST
A MOSINEE PAPER DIVISION

The Washroom Specialist

Call Toll-Free 1-800-558-2872
In Wisconsin call 1-800-242-7630

© 1986 Bay West Paper Company

Paper Distributor Word Find Puzzle

Find the words listed below hidden in this puzzle. Words may be found horizontally, vertically or diagonally—forward or backward. One word on the list below is NOT in the puzzle...Can you find it?

Agent	Deal	Lead	Paper	Slipsheet
Bags	Direct	Lid	PAR	Supply
Bid	Disposable	Lines	Payroll	Tape
Bond	Distributors	Loan	Plates	Telemarketing
Box	EDP	Location	Printing	Time
Branch	Exit	Loss	Profit	Tissue
Bristol	Felt	Made	Pulp	Tool
Can	Firm	Market	Retail	Tree
Cardboard	Forklift	Merchant	Rig	Trips
CEO	Forms	MN	Roll	Truck
Clean	Grade	Neat	Sack	Uncoated
Close	Guide	Net	Sales	Union
Coach	Industrial	NPTA	Sanitary	Vents
Computer	Ink	Oddlot	Sell	Warehousing
Cups	Invoice	Off	Share	Waste
Customer	Kraft	Order	Shipments	Wholesale
Cut	Labor	Packaging	Site	Wiper
Data	Laser	Pallet	Skid	

L H M D H E D I R B E C I O V N I
A C D A E C D I S E L L I D E O N
I N I T D T A R S I T E L A T I K
R A R A I E A O A P L A T E S T O
T R E T U P M O C O O N I L M A E
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D G R I A F T I S S U E R B F L F
N N D A E I R I G N S A K A L F F
I I B I D T K R A F T R E E C E O
S T R Y E E O O B I O I T R U C K
H E I N P M L O N S M R X A S T A
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T L S E T O P S P U C X H D O I I
S E E N O B L T Y S T K P W F U N
A T E K R A M E L L H O A O E N G
A G O I U L L O R L P A R G M I O
A T E D O L L O R Y A P R J I O N
S R O T U B I R T S I D U E T N E
T O L D D O W A R E H O U S I N G

Selling is...

The world can be divided into two groups: those who are selling and those who are buying. (Of course, since we are *all* consumers, even if we are sellers, the buyers out number the sellers by a considerable number).

Every company with a product to sell is faced with the problem of convincing the buyer to select *its* product instead of one from a competitor. There are many ways to accomplish this, including advertising, point-of-sale displays with eye-catching packaging, word-of-mouth testimonials from satisfied users (this can work both ways, of course), and, for most companies, salespeople—probably the most important means of getting the word out.

Companies which have a sales force quite understandably would like to have them achieve as much success as possible. Unfortunately, as with all human occupations, not every salesperson is "the best." Every company holds periodic sales meetings to impart product information as well as encouragement to their employees. In addition, there are many companies which specialize in conducting seminars or workshops whose purpose it is to train salespeople in the fine art of salesmanship.

It is usually assumed that, in order to be a good salesperson, it helps to have an outgoing personality. But that is not enough. Training seminars quite often concentrate on teaching a salesperson how to overcome objections and to plow ahead until the customer is so weakened that he will sign anything just to get rid of you. While "hard sell" tactics may work with some customers, with others it will do nothing but create resentment and guarantee no sale.

What does it take to be a good salesperson? It has been said that there is nothing in such short supply as "common sense," but that is certainly one of the most helpful attributes of a good salesperson. It is common sense to dress in a neat, professional manner. It is common sense to treat your customers with courtesy. It is common sense to know all there is to know

about the product(s) you are selling, and how your customer will be helped by using it. It is common sense to keep in touch with your established customers. It is common sense to do your best to solve complaints.

The list can go on and on, but the point has been made. Selling a product is a service, and success comes to those who do their best to satisfy their customers' requirements, regardless of the type of product being sold. It follows, therefore, that to do your best job in selling, you must understand not only your own product, but your customers' business, as well. In the end, a successful salesperson is not selling a product but rather satisfying a need. And if you manage to satisfy those needs, you will find that *your* needs will have no trouble being satisfied, either. ■

Strathmore Paper Hosts Sales Promotion Seminar

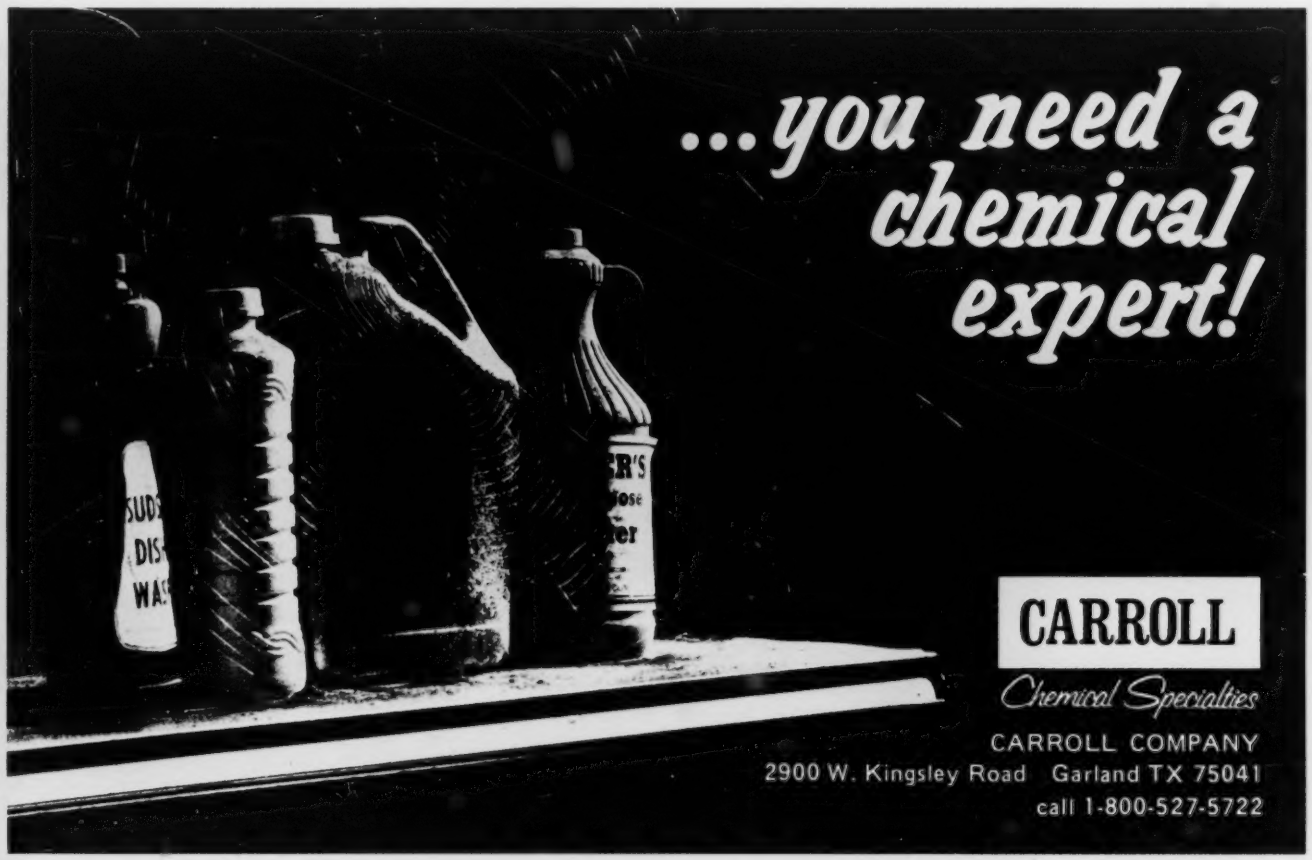
For many years Strathmore Paper Company has conducted seminars for paper merchants. The most recent seminar was held at the Strathmore Lodge in Russell, MA, and focused on all aspects of merchant promotion, from the basics of sampling, labeling and use of paper industry tools, to methods of presenting paper and servicing the creative community.

Murray Grant, Strathmore's advertising and sales promotion manager, pointed out that Strathmore does not bring in outside speakers, but rather covers the subjects with company personnel. Besides the in-depth company presentations, time is given to substantial discussions within the participating group. The result is a seminar program that has come to be highly rated by attending merchants as both informative and very productive. ■

Are You in One of the Faster Growing Markets?

You may be one of the lucky sales reps to be in a hot market. According to *Sales & Marketing Management* magazine, between 1985 and 1990 these are the top 10 fastest growing markets:

1. Anchorage, AK	+25%	6. Austin, TX	+20.8%
2. Midland, TX	+24.4%	7. Fort Myers, FL	+20.3%
3. Naples, FL	+23.4%	8. West Palm Beach, FL	+18.4%
4. Ocala, FL	+23.5%	9. Melbourne, FL	+18.3%
5. Fort Pierce, FL	+21.5%	10. Orlando, FL	+16.9%



NPTA Completes First Full Year of Quarterly Business Industry Reports

The Quarterly Business Conditions Report (QBCR for short) is a financial report produced four times yearly by NPTA and sent only to participating members. It tracks 10 key financial measures related to: sales, gross margins, inventory turnover, operating expense control and receivables management, and is customized for each company. The QBCR is produced in-house by NPTA, with company data kept completely confidential.

Companies are allowed 30 days after a calendar quarter ends to submit their one-page survey form. NPTA then cleans up and processes the information, sending participants their reports two weeks later—or six weeks after the quarter ends.

Information is classified by:

- Printing, Industrial, Dual Merchant group
- 9 geographic regions and a U.S. average

1986 Summary

Response to the QBCR program last year was very positive. Members like the easy-to-fill-out survey form and the timeliness of the report. It enables them to monitor company and industry performance throughout the year, instead of waiting a full year to see how they've done via the PAR report. Based on the first three quarters of 1986, survey participants showed a yearly printing paper sales volume of $5.4 billion and $1.9 billion of industrial paper. In a typical quarter, 160 different merchant locations participated in the survey, and this number is growing.

The 4th quarter survey (for performance from October 1—December 31) has been completed and reports were sent to members in mid-February. (Results were not known in time for the copy deadline for the March *MN*).

Following is a summary of national performance measured cumulatively through the first three quarters of 1986:

Quarterly Business Conditions Report (QBCR) Results, Year-To-Date, January 1–September 30, Total United States Averages

Financial Measures	Printing Paper	Industrial Paper
Percent Sales Increase vs. 1985	+ 6.0	+ 1.0
Warehouse Gross Trading Margin (%)	22.2	22.1
Indirect Gross Trading Margin (%)	18.6	21.8
Direct Gross Trading Margin (%)	6.4	12.9
Total Operating Expenses As % Gross Profit (%)	84.8	96.9
Pre-Tax Profit As % Net Sales	1.2	0.6
Inventory Turnover (Times per year)	5.1	5.8
Turn & Earn Index*	113.2	128.1
Receivables Turnover (in days)	42.5	39.1
Avg. Warehouse Order Size ($)	$349	$255

*Derived by multiplying warehouse gross trading margin by inventory turnover (i.e. 22.2% × 5.1 = 113.2).

Regional Performance

QBCR results revealed significant differences from the U.S. averages in regional performance, as one would expect. There are also substantial differences between printing vs. industrial paper and customer end-user markets merchants sell to. Regional economic conditions have varied widely across the U.S. in recent years. "Oil patch" states in the southwest have been hard hit by depressed oil prices and the ripple effect this has on related employment and small businesses that service the oil companies. The midwest manufacturing/industrial and agricultural sectors have never fully recovered from the 1982 downturn. Conversely, the northeast and mid-Atlantic states have benefited by increased activity in finance, insurance, real estate and white-collar service sectors.

For example, the QBCR reveals that through the 3rd quarter of 1986

- NPTA Region 2 (Mid-Atlantic) printing paper merchants had the best sales increase over 1985 at 8.7%, most rapid inventory turnover at 6.3 times yearly and the best turn and earn index.
- Region 1 merchants (Northeast) in industrial paper had the best operating expense control.
- Region 3 printing paper firms (Southeast) had the best pre-tax profits. Industrial merchants in the region had the best sales increase (+6%) and the fastest inventory turnover (6.4 times yearly).
- Region 7 (Southwest) fared the worst of all regions in terms of sales. Printing paper sales fell 0.2% and industrial sales fell 6.6%. This region's merchants also had the lowest pre-tax profits for both lines, the worst operating expense control (industrial) and the lowest industrial

paper average warehouse order size.

- Region 8 (Midwest) industrial firms did, to their credit, have the best pre-tax profits.

Upcoming Activities

- DEADLINE FOR 1ST QUARTER 1987 QBCR: April 24th. Survey forms will be mailed on March 31st, so look out for them and get your form back to NPTA in time! Only participants receive customized, confidential QBCRs.
- Regional QBCR *MN* articles are planned for July (1st quarter results) and October (2nd quarter results). Look for these in upcoming issues.
- PAR survey results, measuring full-year 1986 performance for the 10 QBCR measures plus many more, will appear in the August issue of *MN*.

Take advantage of the QBCR—a free member service. Participate! And don't worry if you skip a quarter if you're short on time or personnel. You may send us your figures after the deadline and we will enter them into the database so that your year-to-date data is up-to-date. You will then see the results in the next quarter in which you participate.

For more information, contact the research director at 516-829-3070 or write NPTA headquarters.

ACTIVITY

Monthly Sales and Inventory Trends

Monthly sales, inventories and stock-to-sales ratios are tracked, for merchant wholesalers, by the United States Department of Commerce. Every several months, NPTA publishes these monthly trends, last reported in the October issue of *MN*. Information is taken from the Current Business Report series (No. BW-86-11) titled "Monthly Wholesale Trade". Subscriptions can be ordered ($18 per year) through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

As shown by the table below, during the second half of 1986 the stock/sales ratio for paper merchants has run consistently below 1985 levels—a good sign that merchants are managing inventories well. On a month-to-month basis, sales growth see-sawed from 1–3% increases or decreases, while inventories remained nearly unchanged. As of November, 1986, the stock/sales ratio stood at 0.98, compared with 1.00 a year earlier.

Print Growth Predictions

Printing and publishing will grow 4.0 to 4.5% in 1987, according to preliminary estimates from the U.S. Commerce Department. It is the same growth rate as projected for the Gross National Product (GNP). William S. Lofquist, industrial specialist for the department, revealed the latest government predictions during PrintMark '86. Sponsored by Printing Industries of America (PIA), the conference was held in Alexandria, VA in early September.

Lofquist said commercial printing will grow in excess of 4% and catalogs will continue to be strong. He gave the following other predictions: books will grow 3.5% (a healthy environment due to more bookstores, increased school enrollment and government education funding); magazines will grow 3%, continuing recent trends (more subscriptions and fewer newsstand sales); newspapers will grow a modest 2%.

Monthly Sales, Inventories & Stock/ Sales Ratios of Merchant Wholesalers[1] (1986 vs 1985)

Total Paper & Paper Products (SIC Code 511)

Months	Sales 1986	Sales 1985	Inventories 1986 ($ Millions)	Inventories 1985 ($ Millions)	Stock/Sales Ratio 1986	Stock/Sales Ratio 1985
June	$3,187	$2,930	$3,127	$2,939	0.98	1.00
July	3,162	2,934	3,141	2,906	0.99	0.99
August	3,258	2,972	3,150	2,977	0.97	1.00
September	3,205	2,913	3,147	2,987	0.98	1.03
October	3,244	3,016	3,206	3,025	0.99	1.00
November*	3,218	3,021	3,160	3,031	0.98	1.00

*Preliminary estimate. (1) Seasonally adjusted.

1987 PAR Season is Here! Have You Received Your Questionnaire Yet?

If not, you're missing your ticket to a free PAR (Performance Analysis Report). Confidential survey forms were mailed to all NPTA members on January 30th. You should have received the package by mid-February. If you didn't, contact the Research Department immediately!

Benefits of Participating

- Standard 1-year PARs are FREE.
- PAR is a customized financial analysis of your company versus other printing, industrial or dual merchants. Results are classified by 9 geographic regions, company size, profitability groups, etc.
- Trend PARs (2 and 3-year) and Executive Summaries are available (at extra cost).
- Flexibility: You can order a short PAR (summary report of the 50 most important measures). If you're pressed for time

Continue on page 38.

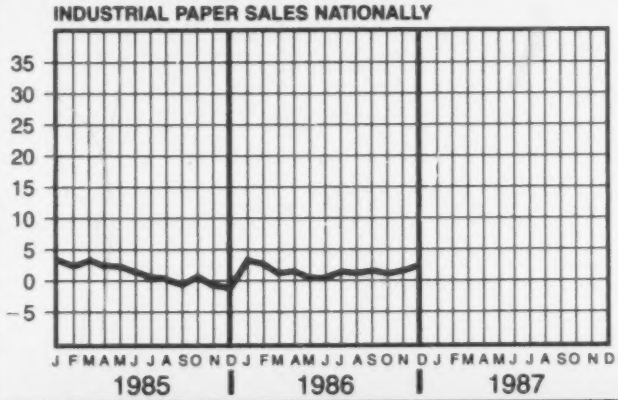
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

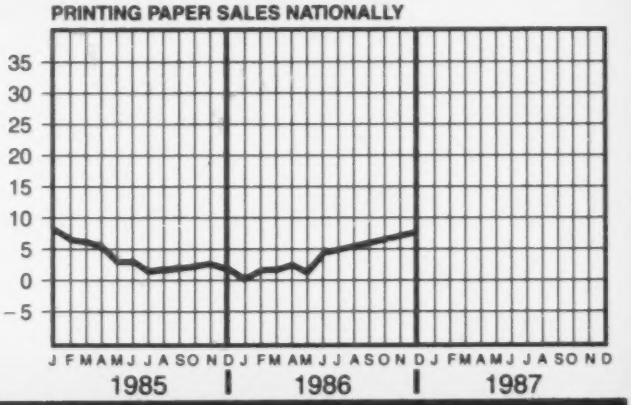
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



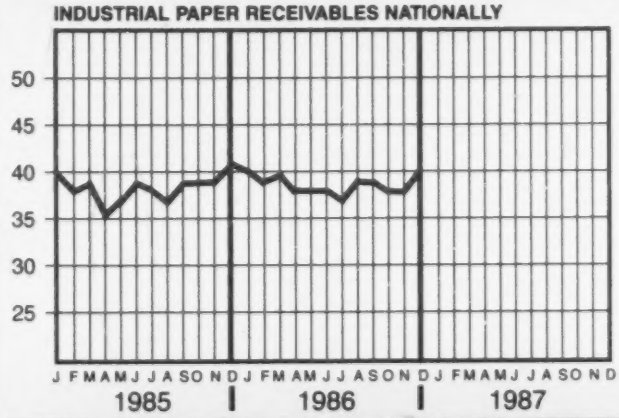
PRINTING PAPER SALES NATIONALLY



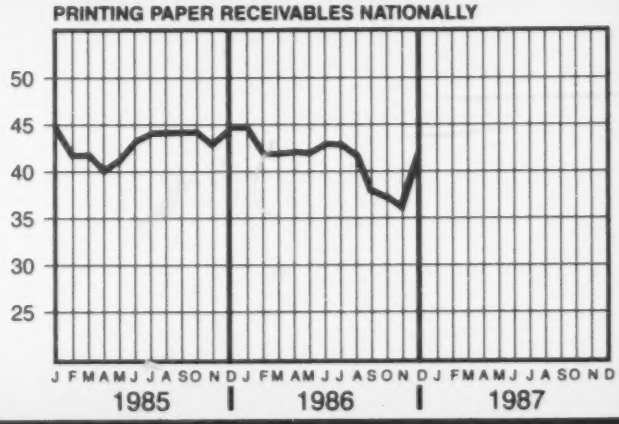
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



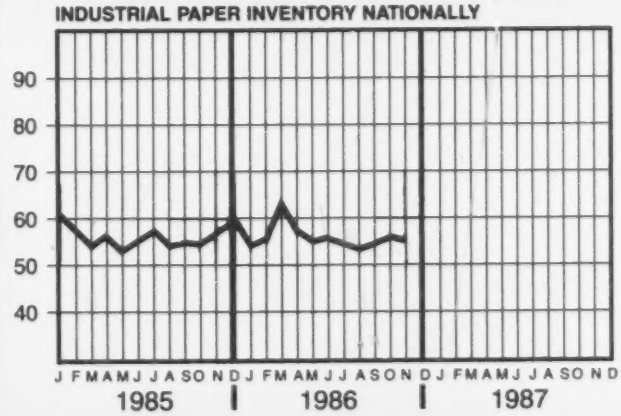
PRINTING PAPER RECEIVABLES NATIONALLY



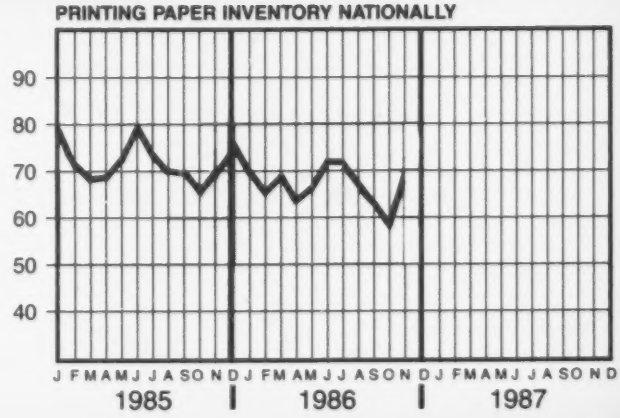
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

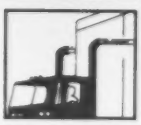
INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



UNSAFE SOUNDS



Graphic by 3M

According to the National Institute for Safety and Health, loss of hearing may result from prolonged exposure to noises above 80 decibels. Among the hazardous sounds reports 3M, are the following. (The scale has been adjusted to account for their impact on the human ear.

Noise	Decibels
Jet plane taking off	140
Pneumatic drill at 5 feet	116
Rock band	111
Siren	105
Textile room	105
Power lawn mower	96
Printing press	95
Paper mill machinery	90
Diesel truck at 50 feet	86

Officials at the Institute estimate that the number of cases of occupational hearing loss could be cut by 20% in the next decade if those at risk used earplugs.

THE REINFORCING MEMO REWARDS GOOD WORK

"How to Motivate People" is the title of Fran Tarkenton's book. The former football great advocates writing short written memos in appreciation of good work. Although it is more formal than the face-to-face "well done," it helps recognize a truly outstanding performance, and is particularly useful in dealing with someone you don't see regularly.

Example of a reinforcing memo: "Sally, I just wanted to let you know how I appreciate the efficient way you always get the accounts done. It makes my life easier and helps us catch any problems before they get serious." This note incorporates four guidelines for you to remember:

- *Make it quick. The note becomes less effective the longer you wait, so make sure you respond to any action within a few days.*
- *Keep it short. Make it read like a slightly expanded "thanks." Three sentences is about right.*
- *Be specific. Avoid general terms, such as "cooperative" or "diligent." Instead, write, "I appreciate your working late last Friday on the ABC account."*
- *Write personally. Write the way you would talk. Write, "I" and "you," not "Management appreciates your . . ."*

And remember to send out copies to the worker's superiors, and tell the worker you did so.

Stress: How You Can Help Your Employees Cope

The Young Executives Forum believes that creating a productive work environment requires a commitment to developing physically and mentally healthy employees.

by Marianna S. Frick, president
Paper Mart
Los Angeles, CA

Management provides health and dental insurance for the physical part of their employees, but what about their psychological health? Most insurance policies presently reimburse counseling by about 50%; unfortunately, this is merely the cure for the "crisis," not the prevention.

How often, as a manager, have you watched the performance and attitude level of one of your employees slowly deteriorate? As a perceptive manager, you probably have tried very hard to reach out to discover what is troubling this individual, only to find that your "pep" talk has but a short-term effect.

It is impossible to influence people's attitude or behavior if they do not wish to change, but it is important to try. Many large companies do provide guidance for their employees' mental health through their human resource departments which provide career advice and psychological support, as well as financial planning. Obviously, the small to medium-size company finds this an expensive commitment of working capital without real, tangible returns.

Such companies should consider contacting a psychological clinic that would have a "hotline" for employees to call about immediate problems they do not feel comfortable exposing to their immediate supervisors. Possibly their attitude problem stems from a poor ability to relate to other employees or the supervisor. There are clinics which try to handle problems over the phone and, if additional counseling is needed, an appointment is made under the contract fees. If on-going counseling is required, it is administered at a reduced rate and can be billed through the normal insurance channels.

Through the same contract, seminars for all employees can be presented by the clinic's staff. Programs presented could include stress management, personnel goal-setting and the structure of the organizational family and how it affects our work relationships.

Stress seminars are excellent because there is interaction in work groups which forces employees to relate amongst themselves as well as with supervisors. Stress is considered the number one disease in our society. People can usually cope with a certain amount of change, but when the changes in our lives are major, stress can develop. If you or your employees have experienced one or more of the following stress areas, normal behavior patterns may be affected.

- Death of a spouse
- Death of a child
- Divorce or separation
- Death of a parent
- Death of a friend
- Loss of job
- Started a new job
- Started a new business
- Loss of home
- Loss of property
- Moved
- Was disabled
- Family member disabled
- Jail term
- Birth of a child
- Change in pastor
- Got married
- Family dispute
- Serious sin

Our greatest asset and expense is our personnel. It seems only natural to take as many preventive measures as possible to keep them productive.

ACTIVITY

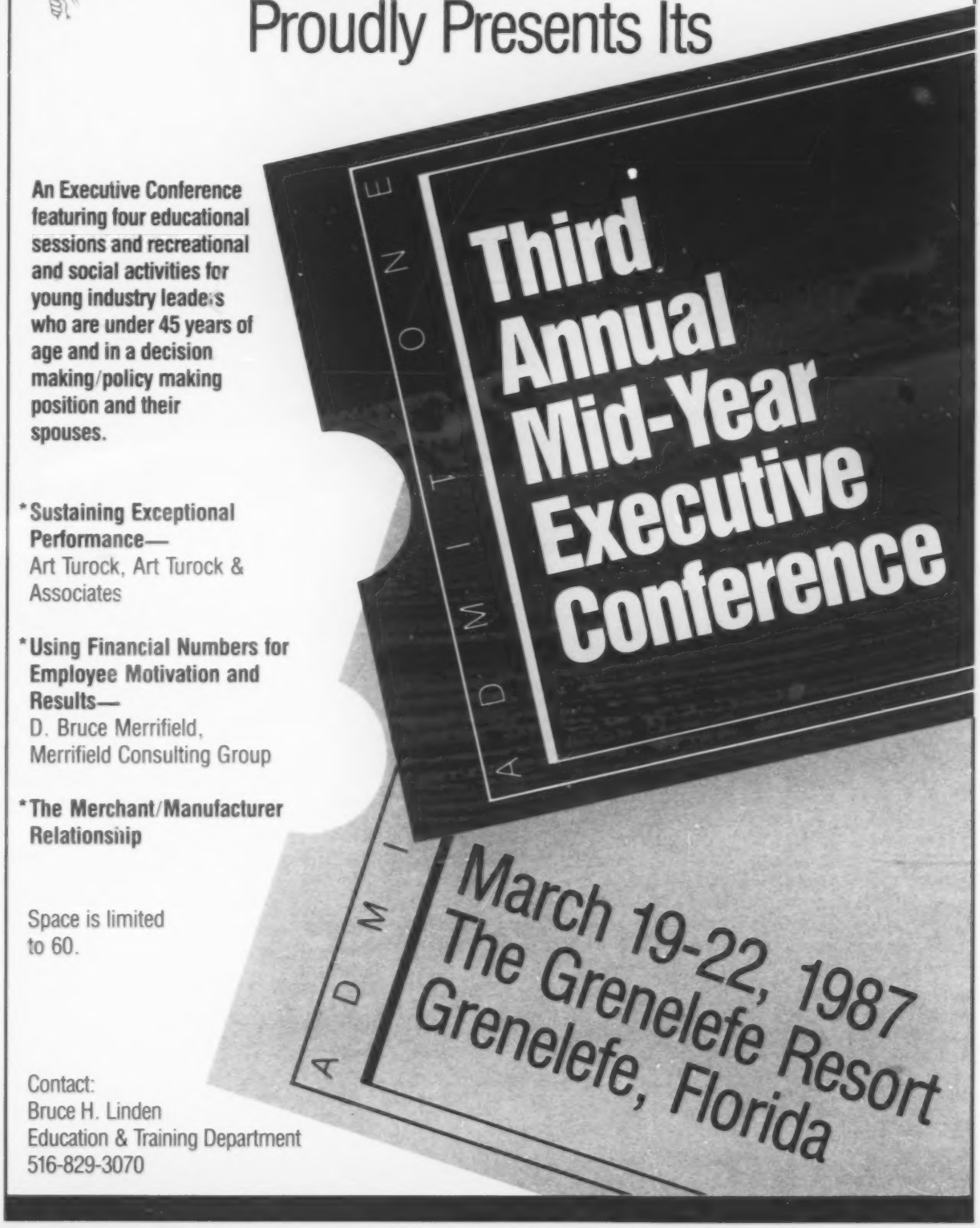
Continued from page 35.

but still want the analysis, this is for you. The regular PAR is an in-depth analysis (100 pp., 300+ financial measures) of sales, profitability, operating expenses, asset management, personnel productivity, etc.

- Simplified survey forms
- Industrial and dual merchants will be grouped by market/customer class—a new feature this year. If enough companies participate, NPTA will be able to calculate averages by: Food Service, Industrial Mfg., Retail/Matched Packaging, Janitorial Supplies, Full-Line Distributor.
- You can mix regular and short PARs by filing a blue (regular) questionnaire for total company operations and tan (short) forms for branches or divisions. You'll receive one free, 1-year PAR for *each NPTA region* for which data is submitted.
- Deadline to file questionnaires: April 1, 1987.

Contact John LaRosa at the Research Department for more information or additional questionnaires at 516-829-3070.

The Young Executive Forum of the NPTA Proudly Presents Its



An Executive Conference featuring four educational sessions and recreational and social activities for young industry leaders who are under 45 years of age and in a decision making/policy making position and their spouses.

- **Sustaining Exceptional Performance—** Art Turock, Art Turock & Associates
- **Using Financial Numbers for Employee Motivation and Results—** D. Bruce Merrifield, Merrifield Consulting Group
- **The Merchant/Manufacturer Relationship**

Space is limited to 60.

Contact:
Bruce H. Linden
Education & Training Department
516-829-3070

A Video Tape Library For All Paper Merchants

Paper merchants around the nation have begun to recognize that ½" VHS video tape for inhouse training has assumed a major role in presentations—enabling managers to manage more effectively and the sales force to increase its working knowledge. This has permitted them to keep pace with the products they sell everyday.

To begin the learning process, many suppliers throughout the United States have produced excellent video tape programs in the ½" VHS format. As learning tools, these can be utilized by a firm's entire salesforce as an introduction to the products they sell. This listing of programs does not represent all that are available through suppliers. What NPTA has attempted to do is to put together a listing of programs that we were made aware of through merchants and suppliers themselves. We welcome your input and information on other video tape product knowledge programs. This listing will be updated periodically.

NPTA is pleased to present a variety of newly produced ½" VHS video tape training programs addressing issues such as marketing, management, budgeting and forecasting to name a few. Aware of the ongoing need for training inhouse, the Association is dedicated to a program of continued video tape development. The Association's most recently produced programs are included in this listing.

Merchants may order supplier product knowledge programs directly from the contact listed. NPTA-produced programs can be ordered through NPTA.

Save this list for future reference.

NPTA-Produced Programs

Title: Understanding the Dynamics of Distribution

Description: A comprehensive instructional module (including video tape, leader's guide and participant workbooks) examining the following:
1. The Value of Basic Distribution Services
2. Sell Services First; Commodities Second
3. Achieving Basic Service Excellence
4. Providing Extra Services for Better Customers
5. Measuring Customer Profitability
6. Personnel Productivity and Order Size Economics
7. Value-Added Quoting for Large-Volume Customers
8. Working with Suppliers on Total Service Value
9. How Businesses Grow their Employees, Customers, Size and Assets, and Suppliers

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: Variable

Year Produced: 1986

Intended Audience: All distributor management and their personnel, suppliers

To Order Contact: NPTA (See order form)

Title: Profit Planning System

Description: A comprehensive instructional module (including video tape, planning workbook and computer program). Six key areas are addressed:
1. Profit Objective
2. Sales Forecast
3. Expense Analysis
4. Gross Margin Planning
5. Inventory and Accounts Receivable Management
6. Control Process

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: Variable

Year Produced: 1986

Intended Audience: Managers

To Order Contact: NPTA (See order form)

Title: Creating the Successful Environment

Description: A study on how management becomes a major influence on employee performance. Michael Ibison discusses the realities of motivation, workable steps toward creating a more motivated environment and personal recognition of management style.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 60 minutes

Year Produced: 1987

Intended Audience: All management

To Order Contact: NPTA (See order form)

Title: Implementing Successful Paper Marketing Programs

Description: A detailed study of basic concepts that yield successful guidelines for going to market along with the promotional process necessary to launch new product commitments.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 60 minutes

Year Produced: 1985

Intended Audience: Marketing and management personnel

To Order Contact: NPTA (See order form)

Title: Retail Packaging: A New Frontier For Paper Merchants
Moderator: Francis J. Houlihan, Fleetwood Paper
Presenters: Thomas Costello, Dixon Paper Co.; Bill Bradfield, Bradfield Consulting Co.; Warren Wilson, McRae's Inc.

Description: The program centers on the pros and cons of selling retail packaging. Featured are the viewpoints of the distributor (Thomas Costello), the manufacturer (Bill Bradfield, formerly President of St. Clair Pakwell) and the customer (Warren Wilson, Director of Purchasing, McRae's, a large chain store).

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 90 minutes

Year Produced: 1986

Intended Audience: Industrial paper distributors

To Order Contact: NPTA (See order form)

Title: Industrial Packaging Symposium (Tape #1)
Customer Services in Packaging—William Petryk, Director of Packaging, 3M Corp.

Description: Corporations depend on packaging suppliers for assistance in the areas of development and specifications of their packaging. How distributors should handle this and how the process works is the basis of this program.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 75 minutes

Year Produced: 1985

Intended Audience: Wholesale distributors

To Order Contact: NPTA (See order form)

Title: Industrial Packaging Symposium (Tape #2)
Product Liability in Packaging—Mike Weir Esq.—Chadbourne Parke

Description: How to avoid product liability suits. A history of the laws covering the issue. The procedures and precautions you can use as well as what to look for in disputes.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 120 minutes

Year Produced: 1985

Intended Audience: Wholesale distributors

To Order Contact: NPTA (See order form)

Title: Industrial Packaging Symposium (Tape #3)
Testing Procedures for Paper in the Packaging Field—Walter A. Wozniak, President, Chicago Paper Testing Laboratory

Description: What the functions of an independent testing laboratory are. Discussions of paper testing procedures as well as common problems in paper testing.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 120 minutes

Year Produced: 1985

Intended Audience: Packaging distributors, their sales personnel, owners, sales managers, etc.

To Order Contact: NPTA (See order form)

Title: Industrial Packaging Symposium (Tape #4)
Trends in Paper Packaging—Donald L. Abbott
Michigan State University School of Packaging

Description: A historical review of packaging materials. Also included is a review of the trends of paper packaging present and future.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 90 minutes

Year Produced: 1985

Intended Audience: Packaging distributors

To Order Contact: NPTA
(See order form)

Title: Industrial Packaging Symposium (Tape #5)
Techniques of Printing on Industrial Packaging
James Davis & Gordon Cole, Thilmany Paper Co.

Description: The many advances in printing on packaging. Technology as presented.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 60 minutes

Year Produced: 1985

Intended Audience: Industrial paper distributors

To Order Contact: NPTA
(See order form)

Title: Industrial Packaging Symposium (Tape #6)
Cushioning Materials Used in Industrial Packaging—Chester Gaynes, Technical Director, Gaynes Testing Laboratories, Inc.

Description: A discussion of how firms test cushioning for fragile products.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 90 minutes

Year Produced: 1985

Intended Audience: Industrial packaging distributors

To Order Contact: NPTA
(See order form)

Title: Industrial Packaging Symposium (Tape #7)
The Industrial Flexible Packaging World—Frank G. McDermott, V. P. Ludlow Corp.

Description: This program explores the new trends in flexible packaging and how the industrial paper merchant can be more successful and profitable in selling this product line.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 60 minutes

Year Produced: 1985

Intended Audience: Wholesale industrial paper distributors

To Order Contact: NPTA
(See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #1)
Cleaning & Maintenance Supply:
What are the Products and Services of the Distributor?
David Holzman, Tec Products; Jack Woodhouse, Standard Paper Sales Co.; Richard Dix Jarden, Bullen Chemical Co.

Description: An overview of one world of cleaning and maintenance supply for paper distributors.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 120 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA
(See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #2)
Who is the Cleaning & Maintenance Supply Customer & What Are They Looking For?—Richards "Dix" Jarden, President, Bullew Chemical Co.

Description: How to meet the needs of cleaning & maintenance supply customers. A comprehensive look at services and how they are to be provided.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 45 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA
(See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #3)
Are "Specialists" in Sanitary Supply Necessary and What Do They Do"?—James Brame, Jr., Brame Specialty Co.

Description: A comprehensive look at what services and functions specialists provide, how they are compensated and how they need to be managed.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 40 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #4)
Product Liability in Cleaning & Maintenance Supply
Michael Weir, Esq.—Chadbourne Parke

Description: A comprehensive primer in how to avoid liability in cleaning and maintenance supply product sales.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 40 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #5)
What Can Merchants Expect From Manufacturers of Cleaning and Maintenance Supply Products.
Ken Koblitz, Americo Manufacturing Co.

Description: A look at relations, services and expectations from the viewpoint of a manufacturer as far as paper distributors are concerned.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 75 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #6)
Customer Services in Cleaning & Maintenance Supply.
John Plant, President, Maintenance Equipment Co.

Description: A review of sales procedures, special services and activities in dealing with maintenance supply customers.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 50 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #7)
How to Beef Up Your Marketing Efforts and Company Image In Order to Sell Sanitary Supply.
Ken Koblitz, Americo Manufacturing Co.

Description: This program features information on how to market your company to new customers and build the image of your sales force.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 90 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Title: Cleaning & Maintenance Supply Symposium (Tape #8)
Future Trends in Cleaning & Maintenance Supply.
Ken Koblitz, Americo Manufacturing Co.;
John Plant, Maintenance Equipment Co.

Description: A review of the opportunities in this exciting product area.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 40 minutes

Year Produced: 1986

Intended Audience: Paper distribution management

To Order Contact: NPTA (See order form)

Mill-Produced Programs

ALLIANCE RUBBER CO.

Title: The Rubber Band

Description: "Music Video" of Production of Rubber Bands, Uses, Variety of Products

Format: VHS X Beta ____ ¾"U-Matic X

Program Length: 3 minutes

Year Produced: 1985

Intended Audience: Sales and customers

To Order Wanda Llewellyn

Contact: Alliance Rubber Co.
P.O. Box 599
Franklin, KY 42134
(502) 586-3218

ALUMAX FOILS INC.

Title: Alumax Foils—Food Service Products

Description: Aluminum Manufacturing from mine to end product (Aluminum Foil). Demonstrations of unique Safety Cutter Edge and Special Packaging Features of all products.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 9 minutes

Year Produced: 1986

Intended Audience: Distributor salespeople and end users

To Order Contact: Robert G. Woodvelyn
Alumax Foils Inc.
6100 So. Broadway
St. Louis, MO 63111
(800) 325-9501

AMERICO

Title: Americo Floor Care

Description:

Format: VHS X Beta X ¾"U-Matic ___

Program Length: 10 minutes

Year Produced: 1986

Intended Audience: Distributor salespeople

To Order Contact: Ken Koblitz
Americo
6224 N. Main Street
Acworth, GA 30101
(404) 974-7000

BEIER & COMPANY

Title: Beier & Company

Description: Decorated paper bag making from concept to completion.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 20 minutes

Year Produced: 1987

Intended Audience: Paper merchants and distributors. Our own salespeople

To Order Contact: Dwight Young
Beier & Company
800 E. River Street
Dixon, IL 61021
(815) 284-6666

BETTER PACKAGES

Title: Selling Tape Sealing Systems

Description: This training film will show you Better Packages full line of carton sealing systems, how to seal boxes in different ways, ways to test to see if your tape is properly reactivated, and how to demonstrate the superiority of the Gummed Tape closure.

Format: VHS X Beta X ¾"U-Matic ___

Program Length: 33 minutes

Year Produced: 1986

Intended Audience: Paper merchant salespeople

To Order Contact: Ken Boice or Evelyn Chellis
Better Packages
19 Forrest Parkway
Shelton, CT 06484
(203) 926-1087

CARROLL COMPANY

Title: Resilient Floor Care

Description: Floor care procedures with product placement. Broken into 3 individual segments 1) stripping, 2) polishing, 3) cleaning and maintenance.

Format: VHS X Beta X ¾"U-Matic ___

Program Length: 22 minutes

Year Produced: 1986

Intended Audience: User and/or sales service personnel

To Order Contact: Jay Carroll
Carroll Company
2900 W. Kingsley Road
Garland, TX 75041
(214) 278-1304

CELLUCAP MFG. CO.

Title: The Work of Cellucap

Description: Discussion and presentation of our product line (Sanitary Disposable Headwear) highlighting our exclusive features, additionally where to and how to sell the line.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 10 minutes

Year Produced: 1985

Intended Audience: Outside and inside distributor sales personnel

To Order Contact: John Twamley
Cellucap Mfg. Co.
4626 N. 15th St.

Philadelphia, PA 19140
(215) 324-0213/800-523-3814

Title: Restroom Sanitation

Description: Logical procedure of washroom sanitation incorporating product placement. Three individual segments per type—1) soaps, 2) descalers 3) disinfectants

Format: VHS X Beta X ¾"U-Matic ____

Program Length: 24 minutes

Intended Audience: User and/or sales service personnel

To Order Contact: Jay Carroll
Carroll Company
2900 W. Kingsley Road
Garland, TX 75041
(214) 278-1304

CONSOLIDATED PAPERS, INC.

Title: Consolidated Papers Overview

Description: Corporate introductory piece. "Who we are, and what we do."

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 7 minutes

Year Produced: 1986

Intended Audience: Consolidated franchised merchant

To Order Contact: Ned Heidenreich—Sales Promotion Mgr.
Consolidated Papers, Inc.
200 West Madison St., Suite 3600
Chicago, IL 60606
(312) 781-0200

Title: The Paper Making Process

Description: Description of the Consolidated method of free sheet, off machine blade coated paper.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 13 minutes

Year Produced: 1983

Intended Audience: Consolidated franchised merchants

To Order Contact: Ned Heidenreich—Sales Promotion Mgr.
Consolidated Papers, Inc.
200 West Madison Street, Suite 3600
Chicago, IL 60606
(312) 781-0200

Title: Paper Power

Description: Discussion of web offset coated paper, how it relates to web offset printing, and why it differs from sheet fed coated paper.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 24 minutes

Year Produced: 1985

Intended Audience: Consolidated franchised merchants

To Order Contact: Ned Heidenreich—Sales Promotion Mgr.
Consolidated Papers, Inc.
200 West Madison Street, Suite 3600
Chicago, IL 60606
(312) 781-0200

CHAMPION INTERNATIONAL CORPORATION

Title: Under Management

Description: Sales and Mill update

Format: VHS X Beta ____ ¾"U-Matic ____

Intended Audience: Merchant sales and management

To Order Contact: L. Scott Barnard
Champion International Corporation
Paper Division
Stamford, CT 06921

EKCO PRODUCTS

Title: Showcase

Description: Applications for Showcase, new sizes available

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 7 minutes

Year Produced: 1985

Intended Audience: Sales and end users

To Order Contact: Tracee Gerber
Ekco Products
777 Wheeling Road
Wheeling, IL 60090
(312) 459-1500

Title: Caterware Deluxe

Description: Introduction of product and ways to market

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 8 minutes

Year Produced: 1984

Intended Audience: Sales and end users

To Order Contact: Tracee Gerber
Ekco Products
777 Wheeling Road
Wheeling, IL 60090
(312) 459-1500

Title: Designer Showcake

Description: Introduction of product and various applications

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 6 minutes

Year Produced: 1983

Intended Audience: Bakeries

To Order Contact: Tracee Gerber
Ekco Products, Inc.
777 Wheeling Rd.
Wheeling, IL 60090
(312) 459-1500

ERVING PAPER MILLS

Title: Erving Sales Presentation

Description: Inspiring introduction to Erving Paper Millers, its products, and services

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 9 minutes

Year Produced: 1985

Intended Audience: New distributor accounts

To Order Contact: Paul R. Bitters, Product Line Manager
Erving Paper Mills
Arch Street
Erving, MA 01344
(617) 544-2711

Title: Erving Deeptone Presentation

Description: Theatrical video on the uses and information on the Erving line of Deeptone colored napkins and tablecovers.

Format: VHS X Beta ___ ¾"U-Matic ___

Program Length: 6 minutes

Year Produced: 1985

Intended Audience: New and current distributors and end users

To Order Contact: Paul R. Bitters, Product Line Manager
Erving Paper Mills
Arch Street
Erving, MA 01344
(617) 544-2711

FRANKLIN DISPOSABLES, INC.

Title: Franklin Disposables Sanitary Headcoverings and related products

Description: On-site end user applications for sanitary headcoverings, (overseas caps, chef hats, hairnets, combo nets, bouffant caps, beard restraints, aprons, gloves, bibs) and related products

Format: VHS X Beta X ¾"U-Matic ___

Program Length: 10 minutes

Year Produced: 1986

Intended Audience: Distributor salespeople and trade show participants

To Order Contact: Thomas P. Maney
Franklin Disposables, Inc.
7100 Huntley Rd.
Columbus, OH 43229
(614) 436-1216 or 800-848-6976

GEORGIA PACIFIC

Title: Cormatic Sales Training

Description: This training film is divided into three sections:
1. General overview of Cormatic Products & Systems
2. Why distributor should sell
3. Why end user should buy

Format: VHS X Beta ___ ¾"U-Matic X

Program Length: 40 minutes

Year Produced: 1985

Intended Audience: Distributors and end users

To Order Contact: Jim Clark, Frank Strassburger, Tom Pajolek
Georgia Pacific
320 Post Road
Darien, CT 06820
(203) 655-1100

HAMMERMILL PAPERS

Title: "Seeds of Wonder"

Description: Papermaking film—from tree to fine paper.

Format: VHS X Beta X ¾"U-Matic X

Program Length: 27 minutes

Year Produced: 1981

Intended Audience: Merchants and general community

To Order Contact: Jack T. Willow
Hammermill Papers
1540 East Lake Road
Erie, PA 16533
(814) 456-8811

HOSPITAL SPECIALTY CO.

Title: Selling Emergency Feminine Hygiene

Description: Market Opportunity. Features and benefits of gards sanitary napkins, tampax tampons and vending machines. Income opportunity.

Format: VHS X Beta X ¾"U-Matic ___

Program Length: 12 minutes

Year Produced: 1986

Intended Audience: Distributor salespeople

To Order Contact: Bill Kanther
Hospital Specialty Co.
808 W. Geneva Dr.
Tempe, AZ 85258
(602) 829-0989

KEYES FIBRE CO.

Title: Strongholder, Savaday & Paprus

Description: Product Features and Benefits

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 5 minutes

Year Produced: 1986

Intended Audience: Distributor salespeople

To Order Contact: P. M. Sidle
Keyes Fibre Co.
3003 Summer Street
Stamford, CT 06905
(203) 357-9100

MARVEL LIGHTING CORPORATION

Title: Selling Light Bulbs

Description: We plan on providing a sales training video to help in the selling of Marvel long life light bulbs; basic introduction to light bulbs, how they're produced, how Marvel helps the distributor; etc.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 15 minutes

Intended Audience: Marvel sales reps and distributor salespeople

To Order Contact: Keith Deutsch
Marvel Lighting Corporation
222 Bridge Plaza South
Fort Lee, NJ 07024
(201) 944-2313

MEAD PAPER

Title: The Quality Commitment: Mead Carbonless

Description: 3 Section: 1) Mill Tour—Chillicothe Ohio Carbonless production 2) Printing demonstration—Carbonless Sheetfed 3) Edge padding demonstration.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 50 minutes

Year Produced: 1984

Intended Audience: Printers and merchant salespeople

To Order Contact: Mary Stine
Mead Paper
Courthouse Plaza N.E.
Dayton, OH 454634
(513) 222-6323

MEDICAL DISPOSABLES

Title: Adult Incontinence in Nursing Homes

Description: Background info on above topic—Sales presentation on related products.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 10 minutes

Year Produced: N/A

Intended Audience: Sales reps and nursing homes

To Order Contact: Diane Young
Medical Disposables
1165 Hayes Industrial Dr.
Marietta, GA 30062
(404) 422-3036

NIAGARA PAPER

Title: Niagara Paper

Description: Introductory and mill tour

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 20 minutes

Year Produced: 1986

Intended Audience: Merchant sales, prospective employees and customers

To Order Contact: R. P. Pitsch
Niagara Paper
1101 Mill Street
Niagara, WI 54151-1496
(715) 251-3151

PLASTICS INC.

Title: Gourmet to Go: Creole Queen/Ponzio Stories

Description: An excursion boat out of New Orleans serves up to 1000 people without a galley with the help of Plastics, Inc. Hi Heat ware and a local commissary; Ponzi Restaurants in Cherry Hill, N.J. have a successful corporate catering expansion with the use of Plastics, Inc.'s caterers and restaurant owners.

Format: VHS X Beta X ¾"U-Matic ____

Program Length: 10 minutes

Year Produced: 1986

To Order Contact: Sharon Gage
Plastics Inc.
P.O. Box 64610
St. Paul, MN 55164
(612) 227-7371

ROCK-TENN CO.

Title: Winchester Carton

Description: Company information, plant tour, product introduction, custom printing, product development

Format: VHS X Beta X ¾"U-Matic ____

Year Produced: 1986

Intended Audience: Customers and end users

To Order Contact: Gary Miller
Rock-Tenn Co.
P.O. Box 4098
Norcross, GA 30091
(404) 448-2193

SUPREME LIGHTING CORP.

Title: Supreme Lighting Corp.

Description: Brief history of company and brief description of what Supreme does with light bulbs in manufacturing.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 7 minutes

Intended Audience: Manufacturers Reps

To Order Contact: Sarah Bethea
Supreme Lighting Corp.
122 E. Laurel Street
Mullins, SC 29581
(803) 464-0554

TRINITY PAPER & PLASTICS CORP.

Title: How to Pack a Plastic Bag

Description: Training/Installation on how plastic bags are used at front end counters of stores etc.

Format: VHS X Beta ____ ¾"U-Matic ____

Program Length: 12 minutes

Year Produced: 1986

Intended Audience: Store Management/front end people

To Order Contact: William P. Egan, Corp. Mktg. Mgr.
Trinity Paper & Plastics Corp.
555 5th Ave. Parkway
New York, NY 10017
(212) 687-1200

Order Form For NPTA-Produced Video Tape Programs

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Please send me the following NPTA-produced video tape programs: (Check must accompany your order.)

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a 7 Tape Set @ $150.00 per set
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Specify which tapes if not purchasing entire set.

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Specify which tapes if not purchasing entire set.

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Enclose check payable to The National Paper Trade Association, inc. All programs come with a money back guarantee. If you are not satisfied within the first 21 days, return the program for a full refund.

Please add $2.00 per program for shipping and handling. $10 for 4 or more tapes.

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The Paper And Plastics Education Research Foundation...

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The Paper And Plastics Education Research (PAPER) Foundation was created because there is a perceived need to have merchants and mills work together to study, understand and respond to changes, trends and developments in the distribution of paper, plastics and allied products.

The PAPER Foundation will work primarily on two levels; research projects developed and funded through regular Foundation activities, and research projects developed and funded through the special division of the PAPER Foundation, the Endowed Research Chair of Paper Wholesaling at the University of North Florida.

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There are several advantages of an Endowed Chair concept for conducting research.

1

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2

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3

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A one-time payment to set up the Chair creates an ongoing income stream. This breaks the cycle of meaningful projects in search of funding. It will allow a majority of research time on the part of sponsoring organizations to be spent on managing the research and not fund raising.

5

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An opportunity to participate in the future of your industry.

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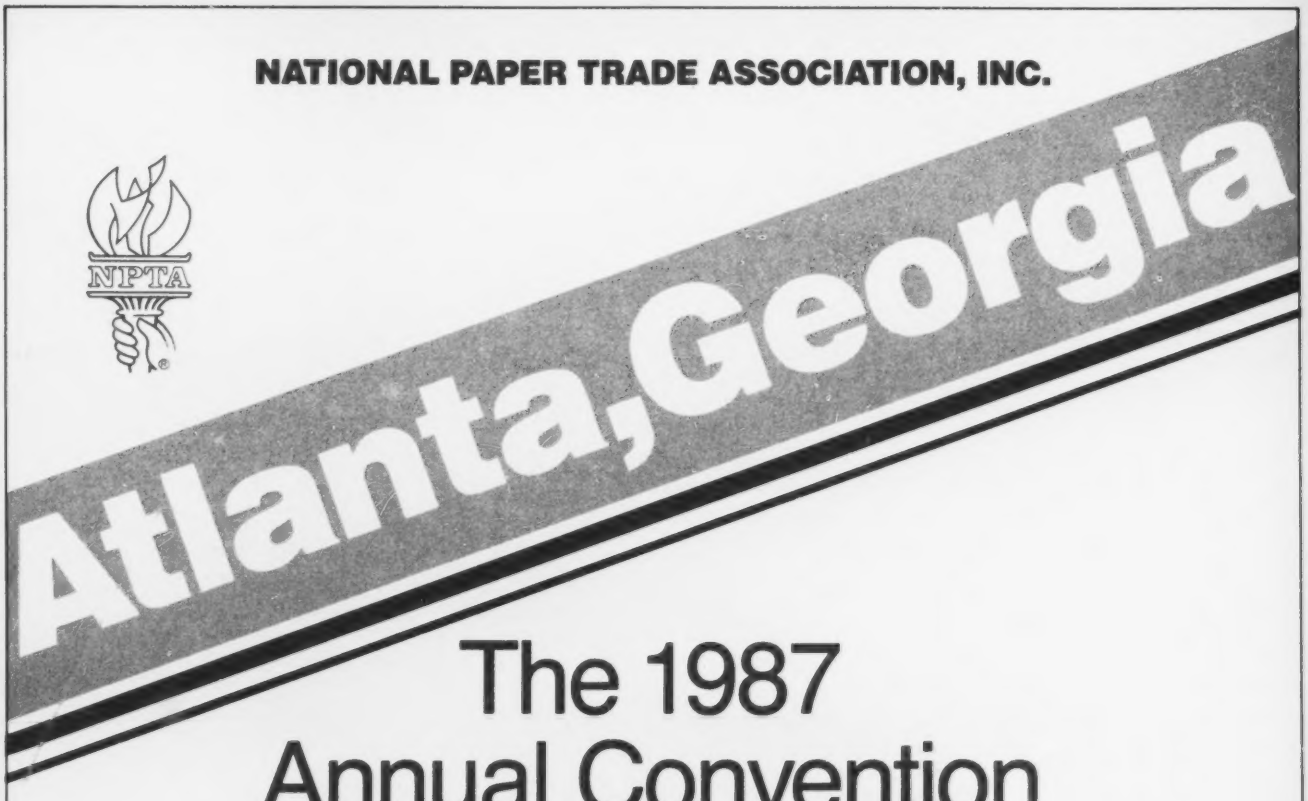

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Ste. 400
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Rexco Industrial Park
SAN JUAN, PR 00936
809-782-8614
SERAFIN E. INCLAN, President
JULIAN E. INCLAN, Executive Vice President
JORGE L. INCLAN, Vice President, Sales

Anchor Paper Co. (D)
P.O. Box 65648
ST. PAUL, MN 55165-0648
612-298-1311
HAMEL F. HARTINGER, Chairman
PAUL KULENKAMP, President
CHUCK OLSON, Vice President
DONALD A. NOWAK, Vice President
DEAN HISERODT, Vice President
WILL DOHERTY, Vice President
KEN DEEG, Vice President

Andrews Paper House Of York (P)
P.O. Box 1227
YORK, PA 17405-1227
717-846-8816
JAMES STRAYER, President
PATRICIA STRAYER, Vice President
KEVIN GABLE, Sales Manager

Andrews/Nelson/ Whitehead (P)
31-01 48th Avenue
LONG ISLAND CITY, NY 11101
718-937-7100
JOHN DORTON, President
JAMES K. CHAPMAN, General Manager
VEWRA G. FREEMAN, Manager
MICHAEL COSTA, Operations Manager
THOMAS J. CINGUINA, General Sales Manager
WILLIAM MCMANUS, Controller
ELLEN GOLDEN, Marketing Manager

Anniston Paper & Supply Co.
(see Affiliated Paper Companies)

Antietam Paper Co., Inc. (D)
106 Oakmont Dr.
HAGERSTOWN, MD 21740
301-739-0600
HUGH H. SCHINDEL, President
RAYETTA J. SCHINDEL, Vice President
DONALD BLACKSTOCK, V.P. Purchasing
MICHAEL K. SCHINDEL, V.P. Sales

STAUNTON, VA 24401 (D)
703-886-0063
6 Croyden Lane
HUGH H. SCHINDEL II, Manager
SCOTT FUNKHOUSER, Division Sales Manager

Apache Paper Co. (I)
285 E. Fillmore Avenue
ST. PAUL, MN 55107
612-227-7261
JOSEPH L. ADRIAN, President
CHUCK ROOS, VP & General Manager

Aquatex Paper Corp.
(see Robert Paper Co., Inc.)

Arjomari Diffusion (D)
66/68 ru du Dessous des Berges
75013 PARIS
(1)45 84 14 45
PHILIPPE BEYLIER, General Manager
ARMAN ZARET, Business Development Manager

Arkansas Bag & Equipment Co.
(see Bancroft Paper Co.)

Arrow Paper & Supply Co. (I)
P.O. Box 103
YANTIC, CT 06389
203-886-5141

A

DONALD DAREN, President
STEVEN DAREN, Vice President
SELMA DAREN, Executive Vice President
ALEX LAZARUS, Vice President
STEVEN TEDESKI, Vice President
GEORGE LEON, Sales Manager

Arrow Paper Co. (I)
29 Harding Street
SOMERVILLE, MA 02143
ROBERT C. PENNA, President
RICHARD C. PENNA, Vice President
SAMUEL M. ROBERTO, Vice President
ACHILLES C. PENNA, Treasurer

JACKSON, MS 93205 (I)
601-944-0725
P.O. Box 22743
JACKY BURNEY, President
ROBERT LORD, Office Manager

Arvey Paper & Supplies (D)
3351 West Addison
CHICAGO, IL 60618
312-463-6423
DAVID GRUENEWALD, Vice President/ Gen. Manager
DAVE GRUENWALD, Vice President
JOE REGENSTEIN, III, Vice President/ Marketing
DENNIS EWASIUK, Vice President/ Operations
JOHN LADER, Vice President/ Financial Serv.
BLAIR HURT, Vice President/ Merchandising

A. Ashkar Sales Co., Inc. (I)
10 Crowley Ave.
P.O. Box 433
NO. ADAMS, MA 01247
413-663-5301
AYOOB B. ASHKAR, President
DAVID C. ASHKAR, Vice President
CAREN A. ASHKAR, General Manager

Associated Paper & Supply Co. (I)
P.O. Box 349
LITHONIA, GA 30058
404-482-7485
JIM D. KENT, Chairman Of The Board
MICHAEL E. WILLIAMS, President
RONNIE MAXWELL, Vice President/ Manufacturing
TOM GAILMARD, Vice President, Finance
RONNIE KENT, Vice President, Marketing
ALAN KENT, Vice President, Retail Sales

TAMPA, FL 33624 (I)
813-961-6659
4122 Gunn Highway
MICHAEL T. DEADY, General Manager
SUZANNE T. DEADY, Manager

Athens Paper Co. (D)
1898 Elm Tree Drive
P.O. Box 100835
NASHVILLE, TN 37210
615-889-7900
M. H. CHAMBERLAIN, JR., Chairman Of The Board
W. DONALD JENKINS, Jr., President
TERRY KELLY, Executive V.P.
JIM BLEVINS, President, Pub. Div.
GILBERT DOUGLAS, JR., Sales Manager

CHATTANOOGA, TN 37421 (D)
615-899-1463
5908 Quintus Loop
JAMES E. PORTER, Manager

LOUISVILLE, KY 40214 (D)
502-361-3800
7855 National Turnpike
Industrial Center
JAMES I. SHAFFERMAN, Kentucky Manager
BARRY LUGAR, Manager
RICK SHAFFERMAN, Sales Manager

HUNTSVILLE, AL 35758 (D)
205-772-8500
9312 Highway 20 West
KEN BOLLING, Manager

LEXINGTON, KY 40205 (D)
606-231-8800
2061 Buck Lane
KEITH GRIZZ, Manager

Atkins Paper, Inc. (P)
460 West Grant Street
P.O. Box #8006A
ORLANDO, FL 32856
305-841-8411
CHARLES A. ATKINS, JR., President
W. THOMAS LOVETTE, Treasurer

Atlantic Paper Co. (P)
430 Feheley Dr.
KING OF PRUSSIA, PA 19406
215-277-7200
THOMAS J. HARE III, Chief Executive Officer
GEORGE A. SHORB, President
RONALD WENTZ, Vice President
KENNETH R. GOETZE, Vice President, Sales

Atlantic Papers (I)
54 West Dane Street
BEVERLY, MA 01915
617-922-1296
LUCIA CLEMENZI, President
JOHN A. CLEMENZI, Vice President
PETER J. CLEMENZI, Sales Manager

Atlas Paper Co. (I)
P.O. Box 2186
WOBURN, MA 01888
617-729-8750
MYRON NEWMAN, President
ANDREW S. FINKEL, Vice President, Marketing
DAVID E. COHEN, Treasurer

Augusta Paper Co.
(see Bancroft Paper Co.)

Aussedat Rey (P)
1 Rue Du Petit Clamart
Velizy Villacoublay Cedex
FRANCE 78141
STANISLAS GASIOROWSKI, Vice President

Papeteries J. Rezard (P)
21-23 Boulevard De La Musette
95 141 Garges Les Gonesse
FRANCE 78141
JAQUES REZARD, Managing Director
PIERRE LAMBERT, Sales Manager

Papeteries De France (P)
8 à 24, Rue Du Cheval Blanc
Boite Postale 198
93501 PANTIN CEDEX
MICHEL VILLAMAYOR, Managing Director
DEBLIQUI, Sales Manager
JACQUINET, Sales Manager

Copadip (P)
115 Avenue Du President Wilson
93 210 La Plaine Saint Denis
FRANCE 78141
JEAN BRION, Managing Director
PIERRE QUILLARD, Sales Manager

Baker Paper Co. (I)
P.O. Box 429
CEDAR RAPIDS, IA 52406
319-366-2781
WILFRED ZIPPERER, President/ Treasurer
LILLIAN K. ZIPPERER, Vice President/ Secretary
DAVID W. ZIPPERER, Vice President

Baldwin Paper Co.
(see Paper Corp. of America)

Balpex Inc. (I)
2065 Dundas Street East 203
MISSISSAUGA, ONTARIO
L4X 1M2 CANADA
416-625-6750
RICK SCOTT, President
BOB BRUNETTE, General Manager

Adelco Supply Co., Inc. (I)
SCARBOROUGH, ONTARIO M1H 2V5
1-416-438-8233
1840 Ellesmere Road
WAYNE MC MAHON, President

Boudreault Ltee, Ltd. (I)
HULL, QUEBEC J8Y 3S3
1-819-777-1603
45, Adrien Robert
CLAUDE BOUDREAULT, President

Bruce Edmeades Sales Ltd. (I)
KITCHENER, ONTARIO N3C 2M3
1-519-745-6888
235 Ardelt Avenue
BRUCE EDMEADES, JR., Vice President

Bruce Edmeades Packaging Inc.
LONDON, ONTARIO N6E 1K2
519-686-2644
425 Newbold Street
MARTIN KIRBY, General Manager

Cosmos Paper Products Ltd. (I)
TORONTO, ONTARIO M6B 1P5
1-416-787-0261
90 Wingold Avenue
JOHN COLARIETI, President

Crawford Packaging Materials (I)
LONDON, ONTARIO N6A 4G9
1-519-673-3000
P.O. Box 2511 Terminal A
CLARENCE COVEY, President

Eastern Paper (I)
DARTMOUTH, N.S. B3B 1E6
902-463-2343
46 Mosher Dr.-Burnside Ind. Pk.
LEE PUBLICOVER, Vice President & General Mgr.

ST. JOHN'S, NFLD. A1B 3T2 (I)
134 Clyde Ave.-Dovans Ind. Pk.
KEVIN BARRON, Branch Manager

SYDNEY, N.S. B1P 1J9 (I)
902-564-6405
325 George St.
LEE PUBLICOVER, Branch Manager

Eastern Paper Division of EPC (I)
SAINT JOHN, NEW BRUNSWICK
E2L 4J3
1-506-634-5900
P.O. Box 1320
WES COSMAN, Vice President
G. REG BEST, Regional Manager

Emballages Robitaille Inc. (I)
DUBERGER, QUEBEC G1P 4E3
418-681-0191
2350, Galilee, Parc. Ind. Front.
NORMAND DIEUMEGARDE, Vice President

Eugene Allard Ltee (I)
JONQUIERE, QUEBEC G7X 7W8
1-418-547-6654
2244 Rue Chapais
CHARLES ALLARD, President

G. T. French Paper Ltd. (I)
HAMILTON, ONTARIO L8N 3C8
1-416-527-1650
107 Macnab Street N.
BILL MARTIN, President

Godin CDR Inc. (I)
VANIER, QUEBEC
G1M 2T6
418-687-1411
845 Avenue Ducharme
DENIS CANTIN, President

Groupex Distribution Inc. (I)
RIVIERES-DES-PRAIRIES H1E 1K7
1-514-326-4800
7330 Avenue Rene Descartes
JEAN NADEAU, Director of Operations

Henri Bourgeois Inc. (I)
TROIS RIVIERES, QUEBEC G9A 5K2
1-819-378-2757
2135 Bellefeuille
LOUIS ST-YUES, Secretary-Treasurer

J&C Scott Brothers Ltd. (I)
SCARBOROUGH, ONTARIO M1R 2T4
1-416-293-2421
42 Continental Place
RICK SCOTT, President

J. M. Canada Inc. (I)
HULL, QUEBEC J8Y 3P1
819-777-9614
99, Rue Cremazie
LUC MAURICE, President

J. B. Rolland Paper Ltd. (D)
QUEBEC CITY, QUEBEC G1L 4A3
418-623-1535
2755 Avenue Du Colisee
GUY LECLERC, Sales Manager

JBR J. B. Rolland Papers Ltd. (I)
VILLE MONT ROYAL, QUEBEC
H4P 2J6
1-514-735-5661
8160 Royden Avenue
EDNAH ST-PIERRE, President

Kaumeyer Paper Ltd.
NIAGARA FALLS, ONTARIO L2E 6V3
416-227-0000
9 Industrial Drive
JOHN BOSELA, President

BURLINGTON, ONTARIO L7L 5K2
416-632-6660
5230 South Service Road
GLEN MUMBERSON, Vice President

L&E Paper Ltd. (I)
BARRIE, ONTARIO L4N 3V7
1-705-728-8060
63 Morrow Road
DOUG MILES, General Manager

Les Aliments Hellas Food Inc. (I)
VIMONT, LAVAL, QUEBEC H7S 2C1
514-384-3250
2300 Francis Hughes
RONALD THIBAULT, Controller

Merchants Paper Co. Windsor Ltd. (I)
WINDSOR, ONTARIO N9A 6N4
519-254-1163
975 Crawford Ave. Box 602
NELSON SOULLIERE, General Manager

Merrill Enterprises (Saskatoon) (I)
SASKATOON, SASK. S7K 4J1
306-931-1224
339 Edson St. Box 7080
TED NAPPER, Branch Manager

Merrill Enterprises Ltd. (I)
WINNIPEG, MANITOBA R3L 2T3
1-204-284-8300
975 Sherwin Rd., Unit 7
ROBERT NAPPER, President

Morgan Paper & Sanitation Inc. (I)
TORONTO, ONTARIO M8Z 2R5
1-416-233-1165
209 Norseman Street
BILL O'BRIEN, President

Rap-id Paper And Rest. & Supply (I)
EDMONTON, ALBERTA T5M 2Y9
1-403-455-3166
158 45 112 Street
BRIAN COLLINS, Branch Manager

Rene Robitaille Inc. (I)
BOUCHERVILLE, QUEBEC J4B 1V6
1-514-641-2754
100 Boul Marie Victorin
LEO ROBITAILLE, President

Smith Paper Limited (I)
BURNABY, B.C. V3N 1Z2
1-604-525-9644
7168—14th Avenue
PAT MULHERN, President

Snelling Paper Ltd. (I)
OTTAWA, ONTARIO K1B 3M5
1-613-745-7184
1410 Triole Street
DOUGLAS GRAHAM, President

Trimor Products Ltd. (I)
WINNIPEG, MANITOBA R3B 0L3
1-204-942-4201
146 Alexander Avenue
DONALD BUNNEY, General Manager

Vaughan Paper Products Ltd. (I)
NORTH BAY, ONTARIO P1B 2X3
1-705-474-2290
1410 Main Street West
CHARLES VAUGHAN, JR., Vice President

L. Boucher Inc. (I)
CHARLESBOURG, QUEBEC G1H 1L6
1-418-626-4038
237-71E Rue Est.
PIERRE BOUCHER, President

Sanitary Supplies of B.C.
PENTICTON, B.C. V2A 6Y7
604-492-3832
681 Pacific Cresc., Box 730
DONALD STINSON, Manager

KAMLOOPS, B.C. V2C 6G3
604-372-3197
1240 Dalhousie Dr.
BOB BROWN, Manager

PRINCE GEORGE, B.C. V2N 1W9
604-564-5745
1-1722 Og vie Street
GERRY KNECHTEL, Manager

JBR J. B. Rolland Paper Ltd.
OTTAWA, ONTARIO K1B 3V9
613-564-0185
2766A Sheffield Road
JEAN-MAURICE BERTRAND, Manager

Merrill Enterprises Ltd. (I)
WINNIPEG, MANITOBA R3L 2T3
1-204-284-8300
103 #11 Evergreen Place
ROBERT NAPPER, President

SASKATOON, SASK. S7K 4J1
306-931-1224
339 Edson St. Box 7080
TED NAPPER, Branch Manager

REGINA, SASK. S4P 3R8
306-525-0137
728 Toronto St., Box 3898
WILF HORWATH, Branch Manager

WINNIPEG, MANITOBA R3H 0T8
204-694-2234
7—975 Sherwin Road
DALE OLNICK, Branch Manager

Morgan Paper & Sanitation Inc.
OSHAWA, ONTARIO L1H 3V8
575 Wentworth St. E. #26
JOSEPH JOHNSTON, Branch Manager

KINGSTON, ONTARIO K7L 4X6
640 Bath Rd. Box 732
ROBERT TREMBLAY, Branch Manager

CORNWALL, ONTARIO K6H 5V2
705 Boundary Road
GUY LAUZON, Branch Manager

Les Produits Sanitaires M.D. Inc.
MONTREAL, QUEBEC H1G 3K7
514-324-9359
12180, Albert-Hudon
J. ANDRÉ PLOUFFE, Vice President

Emballages Harbour (1983) Inc.
SHERBROOKE, QUEBEC J1K 2K4
819-569-7427
1075 St. Esprit
JACQUES BOIVIN, Vice-President

Glenford Paper Division
SCARBOROUGH, ONTARIO M1H 2V5
416-438-7211
1850 Ellesmere Rd.
BRUCE MARPLES, General Sales Manager

Baltimore Warner Paper Co.

(see Carter Rice)

Bancroft Paper Co. (I)

No. 3 Bancroft Circle
P.O. Box 4783
MONROE, LA 71211
318-387-4305
GARDINER YOUNG, Chairman of the Board
F. SPEED BANCROFT, President

MONROE, LA 71207
318-387-6590
P.O. Box 2925

SHREVEPORT, LA 71108 (I)
318-865-7132
P.O. Box 8609

ALEXANDRIA, LA 71301 (I)
318-442-0138
P.O. Box 5606

BATON ROUGE, LA 70895 (I)
504-926-0110
P.O. Box 15807

NATCHEZ, MS 39120 (I)
601-442-1407
P.O. Box 1463

JACKSON, MS 39209 (I)
601-948-1000
P.O. Box 10666

LAFAYETTE, LA 70501 (I)
318-232-0271
P.O. Box 3087

LAUREL, MS 39440 (I)
601-426-3234
P.O. Box 1857

TYLER, TX 75711 (I)
214-561-4828
P.O. Box 7472

AUSTIN, TX 78762 (D)
512-478-2567
P.O. Box 6080

CORPUS CHRISTI, TX 78469 (D)
512-882-5695
P.O. Box 4185

HARLINGEN, TX 78550 (D)
512-423-4180
P.O. Box 551

LUBBOCK, TX 79408 (D)
806-747-2877
P.O. Drawer 71

MIDLAND, TX 79703 (D)
915-563-0032
2060 Market St.
Midland Industrial Park

SAN ANTONIO, TX 78218 (D)
512-826-7550
4514 Tejasco

WACO, TX 76710 (I)
817-754-0005
3115 Mary Street
Whse. #2

NEDERLAND, TX 77627 (I)
409-727-2759
P.O. Box 1328

FORT SMITH, AR 72901 (I)
501-783-5101
P.O. Box 631
D. W. RAGSDALE, Branch Manager

GREENWOOD, MS 38930 (I)
601-455-4240
P.O. Box 461

Arkansas Bag & Equipment Co. (I)
LITTLE ROCK, AR 72219
501-568-0200
P.O. Box 9218

Augusta Paper Co. (D)
AUGUSTA, GA 30903
404-724-0148
P.O. Box 816

Morris-Bancroft Paper Co. (D)
BRUNSWICK, GA 31520
912-265-3436
P.O. Box 1598

Barbecon, Inc. (P)

20 Eglinton Ave. West, Ste. 2100
TORONTO, ONTARIO
M4R 2G7 CANADA
416-488-3434
RAY LOBBAN, Director of Planning

Barbecon-Barber Ellis Fine Pap (P)
TORONTO, ONTARIO M4R 2G7
416-488-7501
20 Eglinton Ave. West, Ste. 2100
W. S. BROWN, Senior Vice President

Barbecon-National Retail Div. (P)
REXDALE, ONTARIO M9W 1M1
416-486-8334
23 Disco Road
J. BALTIN, Branch Manager

Barber-Ellis (P)
TORONTO, ONTARIO M4H 1A7
416-421-8270
20 Overlea Boulevard

B

JOHN R. KUBACKI, Vice President & General Mgr.

Barber-Ellis (P)
RICHMOND, BRITISH COLUMBIA
604-273-7541
Suite 204, 10451 Shellbridge Wa
D. R. BALL, Senior Vice President
HERBERT MARKGRAF, Manager Market Development

DARTMOUTH, NOVA SCOTIA B3B 1N9
902-463-0770
110 Simmonds Drive
B. H. SQUIRE, General Manager

WINNIPEG, MANITOBA R3J 3V7
204-885-6642
11 Saulteaux Crescent
GUY FRIGON, General Manager

REGINA, SASKATCHEWAN S4N 5V7
306-545-7655
210 North Leonard Street
R. C. WEED, General Manager

CALGARY, ALBERTA T2E 6Z2
403-230-2941
2916-21st Street N.E.
K. KILLE, General Manager

EDMONTON, ALBERTA T5M 1W7
403-451-4764
11450-149th Street
GERARD T. BALL, General Manager

VANCOUVER, BRITISH COLUMBIA
V6A 3P5
604-253-5231
1125 Vermon Drive
F. T. HIGGINS, Vice President
CRAIG BLACKBURN, Manager

SASKATOON, SASKATCHEWAN
S7K 5Y8
306-934-8899
838-56th Street East
R. FRIESEN, Branch Manager

The Paper Shoppe (P)
TORONTO, ONTARIO M5V 1E3
416-593-7999
482 Wellington Street West

MARKHAM, ONTARIO L3R 1B6 (P)
416-474-0622
256 Denison Street

MISSISSAUGA, ONTARIO L4W 2P5 (P)
416-624-6665
1515 Matheson Blvd. Unit B-13

HAMILTON, ONTARIO L8H 7P4 (P)
416-560-2090
351 Nash Road North

SCARBOROUGH, ONTARIO M1S 3S3
416-292-1222 (P)
50 Shorting Road

LONDON, ONTARIO N5Z 3M7 (P)
519-685-3910
931 Leathorne Street

Papeterie Barber-Ellis (P)
ST. LAURENT, QUEBEC H4T 1P7
514-341-4730
345 Montee De Liesse
A. CHOQUETTE, General Manager

Fine Papers London (P)
LONDON, ONTARIO N5V 3B9
519-453-5870
P.O. Box 6424
A. D. CURRAN, Vice President & General Mgr.

HAMILTON, ONTARIO L8H 7K6 (P)
519-549-4184
P.O. Box 3154, Station C
DON WILLIAMS, Branch Manager

WINDSOR, ONTARIO N9A 6K1 (P)
519-253-4628
P.O. Box 161
R. PITT, Branch Manager

Le Marche De L'Imprimeur (P)
MONTREAL, QUEBEC H4N 2S7
514-381-7622
1625, rue Chabanel Quest

MONTREAL, QUEBEC H4C 2Z6 (P)
514-935-0671
1001, Leonoir

MONTREAL-NORD, QUEBEC H1H 5A5
514-324-8015 (P)
9985 Avenue Lauzanne

Barkwell Paper Company, Ltd. (P)
59 Bannister Road
WINNIPEG, MANITOBA R2R 0P2
204-633-3705
E. J. BARKWELL, General Manager

Baron-Batz Paper Co. (I)
1490 Clove Road
STATEN ISLAND, NY 10301
718-727-1230
STANLEY KREBS, President

Richard Bauer & Co. (D)
627 West 42nd Street
NEW YORK, NY 10036
212-695-1700
JOSEPH HOFHEIMER, President
JOSEPH WYANT, Sales and Marketing Manager
BURKE KIMBER, V.P. Sales Fine Paper
FRANK P. MCGUINNESS, Sr. Vice President
ROBERT HARRIS, Treasurer

Baumann Paper Co. (I)
P.O. Box 13022
LEXINGTON, KY 40512
606-252-8891
FRED W. BAUMANN, JR., President
SHIRLEY WALLING, Manager
RALPH C. RAMBICURE, Vice President
CHARLES E. GRAY, Vice President
JIM WISNER, Purchasing Manager
GARY HAHN, Credit Manager

Beacon Paper Co.
(see Western Paper Co.)

Beavers Paper—WWF Southwest
(see WWF Paper Corp.)

Beck Packaging Corp. (I)
P.O. Box 2645
ALLENTOWN, PA 18001
215-264-0551
IRWIN Y. BECK, President
JAMES BECK, Vice President
ROBERT MARSHALL, General Manager
THOMAS FRISCH, Sales Manager

Bellerive Paper Company (I)
5826 South Broadway
ST. LOUIS, MO 63111
314-752-5300
HARRY W. TRETTER, JR., President

Bennett Paper Co. (I)
450 Butler Street
PITTSBURGH, PA 15223
412-7[illegible]01
IRVI[illegible]NNETT, President
PAUL F. BENNETT, Executive Vice President
EDWARD SCHANO, Vice President

Bentley Paper Corp. (P)
1700 Russell Road
PAOLI, PA 19301
215-251-0350
THOMAS G. M. BENTLEY, President
BROOKE WEIDNER, Vice President
EDWINA L. DEEMER, Treasurer

Berk Paper & Supply (I)
2671 Youngstown Road S.E.
WARREN, OH 44484
216-369-1192
ROBERT A. BERK, President
SUZANNE J. BERK, Vice President
PATRICK BARBATO, Sales Manager

H. T. Berry Company, Inc. (D)
50 North Street
CANTON, MA 02021
617-828-6000
HENRY T. BERRY, President
LORRAINE STEWART, Treasurer

Bloch Bros. Paper Co. (P)
111 West 19th Street
NEW YORK, NY 10011
212-675-1800
GERALD C. BLOCH, President
NEDRA S. BLOCH, Vice President
SUSAN B. BLOCH, Controller
JANICE BLOCH, Director of Marketing Sales

Boman Papir A/S (D)
P.O. Box 96
N-1321 Stabekk
NORWAY
Telephone: +472 590925
Telefax: +472 535508
Telex: 76642 Bopap n
JAN HENRIK BOMAN

Borax Paper Products, Inc.
461 Timpson Place
BRONX, NY 10455
MARC BORAK, President
PHYLLIS BORAK, Vice President
STEVEN DENMARK, Vice President

Borch Papir (D)
Kornmarksvej 15-19
DK-2605 Broendby
DENMARK 02 45 33 11
IB ANDERSEN, Executive General Manager
SOEREN HANSEN, Director of Economic Affairs
M. ANDERSEN, Assistant Director

Borchas (D)
Columbusvej 5
DK-2860 Soeborg
DENMARK (01)69 43 33
HANS STRANDFORT, Branch Manager

Bosworth Papers Inc. (P)
P.O. Box 2528
HOUSTON, TX 77252
713-683-8888
THOMAS R. JORDAN, President
ANDREW F. SNIVELY, Exec. Vice President
CALVIN FRANK, Treasurer
DON FLORIDA, Sales Manager

Bowling Green Paper Company (I)
P.O. Box 1134
115 State Street
BOWLING GREEN, KY 42101
502-842-6502
JOSEPH L. WHITE, General Manager
CHARLES A. HARDCASTLE, President

Brame Specialty Co. (I)
P.O. Box 271
DURHAM, NC 27702
919-683-1331
J. B. BRAME, Chairman of the Board
JAMES B. BRAME, JR., President
ROBERT M. BRAME, Vice President
RANDAL A. BRAME, Vice President
NED SMITH, Vice President & Secretary

ROCKY MOUNT, NC 27801 (I)
919-442-3154
P.O. Box 1378
PAT D. PAGE, Branch Manager

WILMINGTON, NC 28402 (I)
919-343-0111
P.O. Drawer 2146
JOHN WATSON, Branch Manager

Caroline Paper & Builders (D)
CHARLOTTE, NC 28232
704-372-2777
P.O. Box 32577

222 E. 28th St.
WALTER E. LAMB, President

Bret Packaging Company (I)
1000 Great Plain Avenue
NEEDHAM, MA 02192
617-444-2139
RICHARD L. ELWELL, President
ANDREW J. BRETSCHNEIDER, Vice President & Treasurer
RICHARD L. ELWELL, Sales Manager

Brewer-Chilcote Paper Co.
(see Cordage Papers)

C. T. Brigham Co. (I)
1561 East Street
PITTSFIELD, MA 01201
413-445-5646
DAVID W. NORTHWOOD, President
LANCE A. NORTHWOOD, Vice President

Broward Paper & Packaging Co. (I)
1201 N.E. 45th Street
FT. LAUDERDALE, FL 33334
305-776-6272
JOSEPH J. NOVICK, President
TERRI T. NOVICK, Treasurer
KAREN NOVICK, Vice President
GARY LAMBERTON, Sales Manager
JOHN CIANFLONE, Sales Manager
CECILIA PACCOTTI, Purchasing Manager
KAREN SYNKOWICZ, Advertising Manager
IKE HABIB, Sales Manager
CHERYL M. DE LOACH, Office Manager
WILLIAM J. WILLIAMS, Customer Service Manager
DERRICK MC HUGH, Warehouse Manager

W. E. Buehler Paper Co.
(see Bunzl Corp.)

Buffalo Paper & Twine Co.
(see Chudy Paper Co.)

Bulkley Dunton
(see Carter Rice)

Bunzl Corp. (I)
256 Columbia Turnpike
Columbia Commons
FLORHAM PARK, NJ 07932-1298
201-377-4990
BRIAN P. FORD, President

Alliance Paper & Pkg. Co. (I)
BRENTWOOD, NY 11717
516-273-4600
110 Emjay Blvd.
D. STEIN, Branch Manager

Bunzl USA, Florida (I)
NORTH MIAMI BEACH, FL 33162
305-652-4120
220 N.E. 187th Street
WEINSTEIN, Branch Manager

Bunzl Distribution Center (I)
ST. LOUIS, MO 63141
314-997-5959
701 Emerson-Suite 410
JON CARLSON, Vice President Operations
STEVEN ROSEN, Vice President
PAUL LORENZINI, President
EUGENE HORWITZ, Manager of Data Processing

Consolidated Packaging, Inc. (I)
AURORA, CO 80011
303-373-0773
13801 E. 33rd Place, Unit C
T. FRANK, Branch Manager

Capital Consolidated, Inc. (I)
INDIANAPOLIS, IN 46226
317-898-2320
3333 N. Franklin Road
JIM VON DEYLEN, Regional Mgr.
ROBERT MURRAY, Vice President

LOUISVILLE, KY 40213 (I)
502-361-7133
911 Grade Avenue, Suite 311
Louisville Airpark
M. CRUSH, Branch Manager

COLUMBUS, OH 43228 (I)
614-272-8613
4221 Westward Ave.
P. OLIVERIO, Branch Manager

EVANSVILLE, IN 47711 (I)
812-424-5531
2200 North New York Ave.
R. BOGAN, Branch Manager

Pritty Pak (I)
INDIANAPOLIS, IN 46226
317-898-2320
3333 North Franklin Road
TED. COYLE, Branch Manager
GREGG BROWN, Sales Manager

ROSEMONT, IL 60018 (I)
312-992-1210
9742 West Forster Avenue
F. MICAL, Branch Manager

E. Greene & Company (I)
MASPETH, NY 11378
718-366-5555
57-00 49th Street
MARK SUGARMAN, Branch Manager

Jersey Paper Company (I)
NEW BRUNSWICK, NJ 08903
201-821-7000
P.O. Box 229
J. TABAK, Divisional Manager
A. GORDON, Branch Manager

Liberty Paper & Bag Co. (I)
AUBURN HEIGHTS, MI 48057
313-334-5900
111 Corporate Drive
R. PALMER, Branch Manager

Palm Beach Paper Co. Inc. (I)
RIVIERA BEACH, FL 33404
305-842-8495
2001-A Australian Avenue
RALPH E. THOMPSON, Operational Manager
DAVID HARDING, Branch Manager

Packaging Supply Company, Inc. (I)
ATLANTA, GA 30336
404-346-7700
6057 Boat Rock Blvd.
M. BRYAN, Regional Manager
J. FISCHER, Branch Manager

Packaging Materials (I)
MINNEAPOLIS, MN 55441
612-473-0660
14430 21st Avenue North
M. BRASHER, Branch Manager

Packaging Consultants, Inc. (I)
HAZELWOOD, MO 63042
314-731-2700
130 Byassee Dr.
M. GREENO, Divisional Manager
T. SEELER, Regional Manager
J. KNOTT, Branch Manager

ALSIP, IL 60658 (I)
312-389-2200
5009 West 122nd St.
DAN HOWELL, Branch Manager

W. E. Buehler Paper Co. (I)
CINCINNATI, OH 45242
513-891-9010
4699 Malsbury Road
J. NEATER, Branch Manager

The Lable Co. Inc.
ST. LOUIS, MO 63132
314-427-2360
10718 Trenton Ave.
T. BOYLAN, Branch Manager

Western Packaging Inc. (I)
HOUSTON, TX 77041
713-460-9200
9282 Bay Thorne Drive
R. WEIDENHEFT, Branch Manager

Mac-Pak (I)
PADUCAH, KY 42002 0946
Route #7, Moody Rd.
P.O. Box 946
CHUCK BARNETT, Branch Manager

NEW ORLEANS, LA 70123 (I)
5600 Jefferson Hwy.
Suite 226
HERMAN GILMORE, Branch Manager

Consolidated Packaging, Inc. (I)
OKLAHOMA CITY, OK 73108
4243 Will Rogers Pkwy.
MIKE COOK, Branch Manager
JIM REVEAL, Division Manager
RICK SNELLINGS, Regional Manager

Bunzl Distribution Center
(see Bunzl Corp.)

Bunzl USA, Florida
(see Bunzl Corp.)

Burke Supply Company, Inc. (I)
880 Meeker Avenue
BROOKLYN, NY 11222
718-384-1535
NORMAN BERKOWITZ, Vice President, Sales
WILFRED GREEN, President
PHILIP BERKOWITZ

Burlington Paper Co. (I)
216 So. 3rd Street
BURLINGTON, IA 52601
319-754-7534
WAYNE L. CARNEY, President

Great Western Paper Co.
DAVENPORT, IA 52801
319 Western Ave.
COLLIN CARNEY, Branch Manager

Bush Bros., Inc. (I)
P.O. Box 336
CHAMPAIGN, IL 61820
217-352-5139
WILLIAM H. BUSH, President
J. M. BUSH, Vice President
HENRY C. BUSH, Secretary-Treasurer

Butler-Dearden Paper Service
(see Butler Paper Co.)

Butler Paper Co. (D)
P.O. Box 3359
ENGLEWOOD, CO 80155
303-790-8343
F. G. WALKER, President
JOHN J. BURGESS, Vice President, Planning
JAMES D. BENTHEIMER, Vice President Administration
RICHARD P. WALES, Vice President Marketing
CORINNE J. DUBOIS, Manager, Communications
TOM LEECH, JR., Marketing Manager-Industrial
KEN SIEFKEN, Controller
DAVID B. WESSLING, Marketing Manager-Fine Products
A. MICHAEL BROECKER, Controller-West
LEWIS TAYLOR, Office Manager
GERALD P. GRANT, Manager-Marketing Services
ROBERT H. KUNDE, Vice President-West
RICHARD C. MORGAN, Controller-East
RUSSERT STAFF, Controller-Central
ALAN E. LANG, Vice President-East Region
ROGER LANPHIER, Warehouse Manager

NEW HAVEN, CT 06473
203-234-3200
21 Dodge Avenue
RICHARD A. COFFEY, Vice President

FRAMINGHAM, MA 01701 (P)
617-879-9931
4 New York Ave.
WILLIAM J. HAHN, Manager

CHEVERLY, MD 20781 (P)
301-322-3300

B

2420 Schuster Drive
R. V. FOX, Vice President

BALTIMORE, MD 21217 (P)
301-669-1000
81 West Mosher Street
THOMAS R. JACOKES, Vice President

MECHANICSBURG, PA 17055-0259 (P)
717-697-6453
P.O. Box 259
DAVID G. MASON, Vice President

MEMPHIS, TN 38181 (P)
901-363-0363
P.O. Box 18425
THOMAS J. KNUDSON, Vice President

LIVONIA, MI 48150 (D)
313-464-3400
P.O. Box CN5590
RONALD L. KNOLL, Vice President

LANSING, MI 48909
517-394-5282
P.O. Box 26127
PHILLIP B. MILAZZO, Vice President

JOPLIN, MO 64802-1381 (D)
417-623-3113
P.O. Box 1381
RICHARD C. OPPENHEIM, Manager

TOLEDO, OH 43609 (D)
419-385-5344
2925 South Avenue
SCOTT L. HAY, Manager

CEDAR RAPIDS, IA 52404 (D)
319-366-8261
P.O. Box 8356
JOHN D. EWALT, Vice President

DENVER, CO 80217 (D)
303-295-3261
P.O. Box 5248
DENNIS V. FILKOSKI, Vice President

DES MOINES, IA 50316 (D)
515-262-9555
P.O. Box 3306
DAVID L. PETTIS, Vice President

LENEXA, KS 66215 (D)
913-492-5050
P.O. Box 14688
BRUCE E. MC SPADDEN, Vice President

ST. PAUL MN 55113 (D)
612-636-2650
3080 Long Lake Road
J. D. WILSON, Vice President

COLORADO SPRINGS, CO 80907 (D)
303-599-9699
170 Talamine Court
ROBERT F. WALKER, Manager

FARGO, ND 58107 (D)
701-282-8811
P.O. Box 1148
JERRY C. LIPPERT, Manager

OMAHA, NE 68137 (D)
402-330-5095
P.O. Box 37214
STEPHEN A. CARTER, Manager

ROCHESTER, MN 55901 (D)
507-285-1323
903 NW 6th Street
BRIAN R. RIPLEY, Manager

SIOUX FALLS, SD 57104 (D0
605-331-3695
1401-1409 E. 54th St. No.
THOMAS G. HARPER, Manager

WICHITA, KS 67201 (D)
316-942-0121
P.O. Box 285
JOHN J. KOZICKI, Vice President

CITY OF INDUSTRY, CA 91744 (P)
818-968-0616
P.O. Box 3230
PAUL J. CRILLY, Vice President

SPARKS, NV 89432-2230 (P)
702-331-7383
P.O. Box 2230
KIRK S. JOHNSON, Manager

PHOENIX, AZ 85017 (P)
602-248-8818
2841 W. Clarendon Avenue
WILLIAM P. DOUGLASS, Vice President

BRISBANE, CA 94005 (P)
415-468-1100
180 West Hill Place
WILLIAM G. RYLE, Vice President

SACRAMENTO, CA 95814 (P)
916-446-6931
840 N. 10th Street
Ste. H
JOHN R. STANGBY, Vice President

SANTA ROSA, CA 95401 (P)
707-576-7333
3217 Coffey Lane
DEAN G. VENEMAN, Manager

TUCSON, AZ 85713 (P)
602-790-7722
3135 S. Dodge Blvd.
LANCE G. MILLER, Manager

TULSA, OK 74155-1478 (D)
918-622-9166
P.O. Box 55478
KENT D.SHERIDAN, Vice President

TYLER, TX 75711 (D)
214-592-1685
P.O. Box 7994P
WILLIAM E. WHITTLE, Vice President
CECIL B. SCRUGGS, Vice President

SHREVEPORT, LA 71136 (D)
318-869-2021
P.O. Box 61118
DAVID S. JONES, Vice President

SHERMAN, TX 75090 (D)
214-893-5571
P.O. Box 1183
THOMAS E. TYLER, Manager

AUSTIN, TX 78764 (D)
512-442-6746
P.O. Box 3568
ARLON A. BINDSEIL, Vice President

BATON ROUGE, LA 70821 (D)
504-383-9170
P.O. Box 4018
BRADLEY A. SCOTT, Vice President

DALLAS, TX 75380-2336 (D)
214-386-0606
P.O. Box 802336
JOHN W. WACHS, Vice President

HOUSTON, TX 77252 (P)
713-869-6431
P.O. Box 2107
BRUCE E. WOODS, Vice President

BROUSSARD, LA 70518 (D)
318-837-3802
P.O. Box 399
ARTHUR J. BEAUCHAMP, Vice President, General Manager

LITTLE ROCK, AK 72203 (D)
501-376-3891
P.O. Box 1649
CRAIG ANDERSON, Vice President

OKLAHOMA, CITY, OK 73147 (P)
405-947-3391
P.O. Box 75336
CHARLES A. THOMPSON, Vice President

ALEXANDRIA, LA 71301 (D)
318-443-0422
P.O. Box 5796
ALVIN B. MICHIEL, Manager

CORPUS CHRISTI, TX 78408 (D)
512-887-8454
P.O. Box 4894
W. PAT EVANS, Manager

FORT SMITH, AR 72903 (D)
501-646-4701
P.O. Box 429
WILLIAM G. GUPTON, Manager

FORT WORTH, TX 76111 (D)
817-831-3101
361 North Beach Street

LONGVIEW, TX 75606 (D)
214-753-7655
P.O. Box 2646
JULIAN M. FIEGEL, Manager

LUFKIN, TX 75901 (D)
409-632-7703
P.O. Box 1847
DENNIS R. MILLER, Manager

WEST MONROE, LA 71291 (D)
318-323-8816
P.O. Box 2356
R. GENE SIMMONS, Manager

SAN ANTONIO, TX 78218 (D)
512-828-8897
P.O. Box 39047
WILLIAM B. SWINT, Manager

TEXARKANA, TX 75505 (D)
214-838-7591
P.O. Box 6226
E. C. DAVENPORT, Manager

ST. LOUIS, MO 63132 (P)
314-991-2470
P.O. Box 21563
1200 Research Blvd.
TIMOTHY M. MOHAN, Vice President

DES PLAINES, IL 60018 (P)
312-299-6615
2392 South Wolf Road
GLENN P. BARTON, Vice President

FORT WAYNE, IN 46809 (D)
219-747-0511
P.O. Box 9249
THOMAS O. YAGGY, Vice President

INDIANAPOLIS, IN 46241 (D)
317-243-3221
P.O. Box 41290
JOHN H. SCHULZ, Vice President

MENOMONEE FALLS, WI 53051 (D)
414-255-0888
N92 W14555 Anthony Avenue
JAMES L. KRUK, Vice President

MADISON, WI 53704-6761 (D)
608-271-0441
2201 Advance Road
LARRY L. HOFMEISTER, Manager

PEORIA, IL 61615 (D)
309-692-5620
1116 W. Bird Blvd.
TERRY W. MITTON, Manager

TERRE HAUTE, IN 47808 (D)
812-232-7021
P.O. Box 1078
THOMAS E. MYERS, Manager

WISCONSIN RAPIDS, WI 54494 (D)
715-424-2161
P.O. Box 1298
GEORGE M. MATHEWS, Manager

EVANSVILLE, IN 47701-0078 (D)
812-425-3391
P.O. Box 78
JOHN E. EVANS, Manager

DE PERE, WI 54115
P.O. Box 488
MICHAEL D. O'HALLORAN, Manager

PROVIDENCE, RI 02907 (D)
401-943-7331
111 Dupont Drive
COLBY MULLIGAN, Manager

WEST SPRINGFIELD, MA 01089 (D)
413-733-6654
410 Union Street
WILLIAM L. BRYANT, Branch Manager

CHICAGO, IL 60616 (P)
312-738-0950
1801 S. Lumber Street
DENNIS L. CHAN, Manager

Southern States Giftwrap (I)
AUSTIN, TX 78764
512-442-0046
P.O. Box 3568
ROBERT L. STAATS, Manager

Butler-Dearden Paper Service (D)
WORCESTER, MA 01605
617-753-6331
25 Park Avenue
DOUGLAS P. BUTLER, President
GEORGE S. BUTLER, Treasurer
AUSTIN L. BRAINERD, Vice President

The Paper Shack (P)
DALLAS, TX 75240
214-980-4720
14292 Gillis Road
DOM TUMINELLO, Branch Manager

CDA Distributors (I)
900 State Street
ERIE, PA 16501
814-455-9015
RICHARD D. CHILDERS, President
DAMIAN G. GLOVER, Controller
LINDA AMBRUS, Administrative Manager
JOSEPH L. MARCHIONE, Mktg. Mgr. Business Papers

Crown Supply Co. (I)
SPRINGFIELD, VA 22150
703-569-3900
7200 Fullerton Road
OMER E. FORTIER, President
BRUCE E. LANG, Exec. Vice Pres.
R. M. MC DONALD, Dir. Purchasing
MICHAEL C. ALMEIDA, Controller
SAM LANDON, Sales Manager

Harrisburg Paper Co. (I)
HARRISBURG, PA 17105
717-564-9761
P.O. Box 1337
C. TED LICK, President
ANDREW N. LICK, Exec. Vice President
WILLIAM A. WALKER, Vice President
RONALD E. MC KINLEY, Vice President
JERRY C. ACRI, Vice President
TONY MYERS, Vice President Marketing
DAVID CRAWFORD, Vice President Purchasing
JOHN T. MILES, Vice President Sales
JERRY HILER, Vice President Operations

Mellocraft Co. (I)
TOLEDO, OH 43693
419-243-6100
P.O. Box 567
JACK J. MUELLER, President
DONALD M. WHITING, Manager Purchasing
KEN GALLOCK, Sales Manager
HOWARD L. SMITH, Controller

DEFIANCE, OH 43512 (I)
419-784-2263
1973 So. Jefferson Street
KENNETH E. GALLOCK, Branch Manager

Morris Paper Co. (I)
PITTSBURGH, PA 15222
412-471-2500
21st Street & A.V.R.R.
RONALD C. ESPER, President
REYBURN D. GOVE, II, Sales Manager
THOMAS J. GARVIN, Controller
JOE MARCHIONE, Manager, Business Papers

JOHNSTOWN, PA 15907 (D)
814-536-7831
6th & Broad Streets
MARTIN BUCHMAN, Vice President

Paper Supply Co. (I)
KANSAS CITY, MO. 64108
816-753-5757
2915 Southwest Blvd.
DONALD H. TRANIN, President
BEN TRILLIN, Executive Vice President
KEITH L. MORANTZ, Administrative Manager
JACK M. BERNSTEIN, Sales Manager

Rohner Distributors Inc. (I)
AKRON, OH 44311
216-253-4173
763 South Broadway
RALPH J. ROHNER, President
WILLIAM LANHAM, Sales Manager
JACK JAMISON, Operations Manager
KENNETH KOHLER, Warehouse Manager
JAMES H. LORD, Manager, Maintenace Products

Ropak (I)
ST. LOUIS, MO 63102
314-421-5400
101 Lombard Street
ROBERT L. BUELL, President
JOHN YOUNG, Exec. Vice President
DAN GOODMAN, Sales Manager
MARK STEINER, Controller

DALLAS, TX 75247 (I)
214-638-7110
1272 Security Drive
WILLIAM F. COOK, General Manager

KANSAS CITY, MO 64116
816-453-5067
P.O. Box 7384

Steindler Paper Co. (I)
MUSKEGON, MI 49441
616-726-4405
1778 Sanford Street
RAYMOND DYKEMA, President
DONALD ECKLESDAFER, Vice President
BRYCE SPENCER, Controller
TOM ROYLE, Vice President Sales

GRAND RAPIDS, MI 49503
616-456-5419
300 Ellsworth
DON ECKLESDAFER, Vice President Marketing

PETOSKEY, MI 49770 (I)
616-347-3911
2380 Charlevoix Ave.
LESTER ATCHISON, General Manager

JACKSON, MI 49202 (I)
517-787-6295
1514 Daniel Road

KALAMAZOO, MI 49007 (I)
616-345-7128
508 East Frank St.

ALPENA, MI 49707 (I)
517-354-2985
700 Second Ave.

TRAVERSE CITY, MI 49684 (I)
616-946-3660
1684 Keystone

DETROIT, MI 48227 (I)
313-836-3883
16515 Plymouth Rd.
TED J. VINCENT, Branch Manager

Reid Paper Co. (I)
SAGINAW, MI 48607
517-752-8186
400 South Franklin St.
NORMAN CARLISLE, General Manager

Calabrese Brothers, Inc. (I)
1885 Harlem Rd.
BUFFALO, NY 14212
716-892-1942
JOSEPH CALABRESE, President
LEONARD CALABRESE, Executive Vice President
A. T. BUSCAGLIA, Vice President Marketing
VINCENT LO DESTRO, Sales Manager

ROCHESTER, NY 14624 (I)
716-328-0930
1350 Buffalo Rd.
Suite #3
MIKE BOOTH, Division Manager

Camelot Distributing Co. (I)
400 Fisk Drive
ATLANTA, GA 30336
404-349-7680
CLIFFORD G. MC GEHEE, President
C. GRAHAM MC GEHEE, JR., Chairman of the Board

ATLANTA, GA 30336 (I)
404-349-7680
400 Fisk Dr. S.W.
P.O. Box 43567
RICHARD BARTLETT, Vice President

NEWPORT NEWS, VA 23607 (I)
804-380-8770
801 48th Street
JEFF NANTZ, Vice President

CINCINNATI, OH 45242 (I)
513-733-9600
4750 Lake Forest Drive
T. SUTTON TAYLOR, Vice President

Camp Paper & Envelope Co. (P)
2580 Wyandotte, Unit H
MOUNTAIN VIEW, CA 94043
415-969-8384
GENE L. CAMP, President
SCOTT A. CAMP, Vice President
VICTORIA B. CAMP, Treasurer

Cannon Paper Company (P)
P.O. Box 788
TOLEDO, OH 43695
419-244-8631
GEORGE CANNON, President
DAVID W. BARRY, JR., Vice President
ROBERT LITTLE, Vice President
GARY BILLMAIER, Vice President
PAUL KASEMAN, Secretary-Treasurer
RICHARD BADER, Assistant Treasurer

Canover Industries, Inc. (I)
P.O. Box 77
MASPETH, NY 11378
212-456-8900
HENRY M. EISENBERG, Vice-Chairman of the Board
ALFRED E. EISENBERG, Chairman of the Board
IRV MERMELSTEIN, President
HAROLD ROGGEN, Comptroller
STUART CRAGIN, JR., General Manager
JACQUELINE EISENBERG, Marketing Manager
JOHN ARENA, Industrial Sales Manager
JAMES DUFFY, Sales Manager
MORRIS FEIL, Merchant Sales Manager
DOUGLAS MACDONALD, Sales Manager

Cantwell-Cleary Co., Inc. (I)
2100 Beaver Road
LANDOVER, MD 20785
301-773-9800
VINCENT D. CLEARY, President & Treasurer
E. TIMOTHY CLEARY, Vice President
JOHN MACGREGOR, Vice President
DAVID WINTER, Sales Manager

Capital City Paper Company (D)
P.O. Box 4227
SPRINGFIELD, IL 62708
217-529-6701
BOB BUNN, President & Treasurer
DICK JEFFERS, Office Manager
JOHN DUNLAP, Sales Manager

Capital Consolidated, Inc.
(see Bunzl Corp.)

Capital Paper Co., Inc. (P)
123 W. 19th Street
NEW YORK, NY 10011
212-255-5010
JULIUS J. MEISEL, Chief Executive Officer
SIDNEY MEISEL, Vice President
CARL R. MEISEL, President
JEROME BLUMSTEIN, Executive Vice President

Cardinal Paper Company
(see Century Papers, Inc.)

Carlyle Paper Company NY
(see Gould Paper Corp.)

Carolina Paper & Builders
(see Brame Specialty Co.)

Carolina Retail Packaging, Inc. (I)
P.O. Box 1255
LEXINGTON, SC 29072
803-359-0036
VINCENT D. EGAN, President
DENNIS EGAN, Vice President
MARY ANN EGAN, Treasurer

C

Carpenter Paper Co. (P)
P.O. Box 2709
GRAND RAPIDS, MI 49501
616-452-9741
JAMES HOLTSCLAW, President
RICHARD HANSKNECHT, Exec. Vice President
FRANK, G. GEARY, Vice President/ Treasurer

Carpenter Paper Co. of Indiana (P)
P.O. Box 8269
FORT WAYNE, IN 46898
219-482-4686
DONALD R. OLSEN, Vice President/ General Mgr.
JIM SIMPSON, Customer Service/ Purchasing Manager

Carpenter Paper of Iowa (D)
P.O. Box 568
DES MOINES, IA 50302
515-282-5130
JOSEPH M. TELL, President/C.E.O.
WARREN A. BURGESS, Vice President/General Manager
ORVAL P. BYRD, Vice President, Treasurer
WILLIAM P. TELL, Sales Manager
WILLIAM G. CLARK, Manager

ROCK ISLAND, IL 61201 (D)
309-794-1222
P.O. Box 540
JULIE CARLSON, Office Manager

Carpenter Paper Co. of Neb.
(see Paper Corp. of America)

Carr Paper Company (I)
P.O. Box 2388
POMONA, CA 91769-2388
213-725-0649
714-628-6061
RICHARD L. CARR, SR., Chairman of the Board
JOHN E. ROUNTREE, President & C.E.O.
JOSEPH L. KELLY, SR. Vice President
WILLIAM H. TAYLES, Controller
ROBERT G. WALSH, Merchandising Dir.

INDIO, CA 92201 (I)
619-347-0701
P.O. Drawer 111
DON E. DIAL, Vice President/Br. Manager

EL CENTRO, CA 92244 (D)
619-352-3171
1045 So. First St.
P.O. Box 3005
J. MICHAEL LEASE, Vice President/ Branch Mgr.

Carter Rice Paper Company (D)
273 Summer Street
BOSTON, MA 02101
617-542-6400
HENRY S. JULIER, President & CEO
WILLIAM E. KELLEY, Vice President
PHILIP LA FAUCI, Vice President-Credit & R.E.
DONALD B. PAGE, Vice President-Marketing
WILLIAM E. COLLINS, Vice President
JEROME D. ELLIOTT, Vice President
ROBERT G. ESTES, Vice President
BRUCE LIGHTY, Vice President
DAVID E. POTTER, Vice President-Finance
LEWIS S. REISCHE, Vice President
JAMES E. SMITH, Vice President-EDP

SOUTH WINDSOR, CT 06074 (D)
203-528-9351
330 Nutmeg Road
ANTHONY HAYES, Manager

WEST HAVEN, CT 06516 (D)
203-932-2202
51 Railroad Avenue
BRUCE LIGHTY, Vice President & Manager

PAWTUCKET, RI 02862 (D)
401-723-6400
402 Walcott Street
FRANK J. DONAHUE, Manager

SPRINGFIELD, MA 01101 (D)
413-788-0901
66 D Industry Avenue
P.O. Box 2529
WILLIAM C. DUGGAN, Manager

WORCESTER, MA 01604 (D)
617-755-4353
75-B Southwest Cutoff
BRIAN MC LEVEDGE, Manager

CONCORD, NH 03301 (D)
603-225-6678
276 N. State Street
HANK WILSON, Manager

Carter Rice/C. M. Rice (D)
PORTLAND, ME 04104
207-797-3300
P.O. Box 3561
SANFORD L. FOGG, JR., Manager

Carter Rice/New England (D)
BOSTON, MA 02101
617-542-6400
273 Summer St.
WILLIAM E. KELLEY, President
BRUCE LIGHTY, Vice President
DAVID MILLER, Vice President
THOMAS S. MONAHAN, Vice President
DONALD B. PAGE, Vice President
DONALD SMITH, Controller

Ingalls Cronin Co. (I)
WINCHESTER, MA 01890
617-729-8900
80 Holton Street
OSMUND KEIVER, President
CRAIG MEADER, Vice President
PAUL BLUNDELL, Controller

Stanford Paper Co. (P)
LANDOVER, MD 20785
301-772-1900
1901 Stanford Court
WILLIAM E. COLLINS, President
RICHARD FOLEY, Controller
SAMUEL NUTWELL, Sales Manager
ERIC HEYBROEK, Operations Manager
LOUIS LOPEZ, Manager, Gov't. Sales

Advance Paper & Chemical Co. (I)
WILMINGTON, DE 19899
302-655-7586
P.O. Box 1969
200 South Madison Street
WILLIAM H. THORNE III, President
JOHN O'DONOGHUE, Vice President

Baltimore Warner Paper Co. (D)
BALTIMORE, MD 21237
301-866-1500
1201 67th Street
JEROME D. ELLIOTT, President
GEORGE BOSWORTH, Controller
JAMES T. O'BRIEN, Sales Manager-Industrial
DONALD W. CURTIN, Sales Manager-Fine

Lehigh Valley Paper Co. (D)
ALLENTOWN, PA 18001
215-264-3720
P.O. Box 2167
ROBERT G. ESTES, President
JOHN JONES, Assistant Manager

Paper Merchants (P)
PHILADELPHIA, PA 19114
215-637-1900
P.O. Box 16067
ROBERT G. ESTES, President
DAVID MARPLE, Controller

Bulkley Dunton (P)
NEW YORK, NY 10016
212-679-5050
295 Fifth Avenue
LEWIS S. REISCHE, President
FRANK P. NOCELLA, VP/ Administration & Finance
GEORGE J. DOEHNER, Exec. VP/ Publication Sales
GARRETT W. BISHOP, VP/Commercial Sales
JOHN P. DOWLING, VP/Mgr. Government Sales
GEORGE FORSTER, VP/Mgr. Operations

EAST RUTHERFORD, NJ 07073 (P)
201-933-6400
300 Murray Hill Parkway
THOMAS MADDOCK, Vice President & Manager

Manchester Paper Supply Co. (I)
MANCHESTER, NH 03103
603-625-6419
34 Beech Street
RICHARD DUGAN, Manager

Case Paper Company (P)
23-30 Borden Avenue
LONG ISLAND CITY, NY 11101
718-361-9000
IRVING SCHAFFER, President
PETER SCHAFFER, Exec. Vice President
ROBIN SCHAFFER, Vice President
EUGENE GOLDBERG, Vice President
MURRAY RUBIN, Sales Manager

CHARLOTTE, NC 28208 (P)
704-394-2361
901 Exchange Street
MARSHALL GADDIS, Branch Manager

MIAMI, FL 33142 (P)
305-634-3430
5760 N.W. 36th Avenue
JAMES POROPATICH, Sales Manager

CHICAGO, IL 60609 (P)
312-927-4151
1050 West 40th Street
DAVID LINDER, Branch Manager

Caskey Paper Co. (D)
P.O. Box 789
VISALIA, CA 93291
209-734-9251
KEVIN J. CASKEY, President
SHELIA C. HOLDER, Vice President
MARY M. CASKEY, Treasurer

Caskie Paper Company (D)
P.O. Box 11589
LYNCHBURG, VA 24506
804-237-5905
WILLIAM E. HUNT, JR., President
EVANS C. ROSS, Vice President
C. HAROLD BURKS, Vice President

CHARLOTTE, NC 28231 (D)
704-372-2260
P.O. Box 31308
JIM MC DANIEL, Manager

GREENVILLE, SC 29602 (D)
803-232-5137
P.O. Box 2939
ROBERT E. INGRAM, Vice President, Manager

RICHMOND, VA 23230 (D)
P.O. Box 6586
RUSSELL H. CHAMBLISS, JR., Vice President, Manager

FAYETTEVILLE, NC 28306 (D)
919-323-2075
P.O. Box 64466
C. A. ADAMS, JR., Manager

COLUMBIA, SC 29202 (D)
803-771-4575
P.O. Box 8236
GARY K. HALEY, Manager

Cauthorne Paper Company, Inc. (D)
P.O. Box 2059
RICHMOND, VA 23216
804-232-6736
JOHN H. LEWIS, President
GEORGE W. MICHAEL, Executive Vice President
C. THOMAS ANDREWS, Vice President
JOE KENNEDY, Operations Manager
A. J. CHRISTIAN, Assistant Operations Manager

Central Atlantic Corp.
(see Virginia Packaging & Supply)

C

Central Florida Envelope
(see WWF Paper Corp.)

Central Paper Co. (D)
P.O. Box 2598
JACKSON, MS 39207
601-932-1363
JIMMY K. WALLACE, President & C.E.O.
CHARLES WEST, Senior Vice President
JOHNNY MC GUIRE, Sales Manager
CHARLES E. MORMAN, JR., Treasurer/Secretary

Central Paper Company (P)
765 McCarter Highway
NEWARK, NJ 07102
201-622-6377
ROBERT H. BERKOWITZ, President
DAVID H. BERKOWITZ, Exec. Vice President
DONALD A. BERKOWITZ, Exec. Vice President
JOSEPH L. ENGLANDER, Vice President
J. RUSSEL DAWSON, Sales Manager
ANNE SORNSTEIN, Vice President
ALLEN P. LEVICKY, Vice President
JOSEPH P. BOLAND, Operations Manager

TRENTON, NJ 08638 (P)
609-883-7500
1004 Whitehead Road Ext.
DAVID RELLES, President
JERROLD ADLER, Vice President
TERRY SHEEHY, Sales Manager

Marquardt & Co. (D)
NEW YORK, NY 10012
161 Avenue of Americas
VINCENT J. FERRARA, President

Central Paper Company, Inc. (I)
2524 First Street West
BIRMINGHAM, AL 35204
205-322-1851
ANTHONY P. ROSS, President
PAUL J. ROSS, Vice President
EVELYN W. THOMPSON, Vice President
JOSEPH SCHIFANO, Sales Manager
VICKI C. ROSS, Treasurer

Central Paper Products Co. (I)
P.O. Box 4480
MANCHESTER, NH 03108-4480
603-624-4064
FRED B. KFOURY, JR., President
EDMUND A. BEDNAROWSKI, Sales Manager
GORDON A. WATSON, Data Processing Manager
ROBERT N. DALZELL, Purchasing Manager

Central States Diversified (D)
9322 Manchester Road
ST. LOUIS, MO 63119
314-961-4300
J. RUSSELL FLOWERS, Chairman of the Board
HYMAN VELKOFF, Vice Chairman
RONALD S. PRINCE, President
CHARLES F. AEBEL, Executive Vice President
NORMAN J. THOMAS, Sr. Vice President

Central Wisconsin Paper Co. (D)
2900 N. Roemer Road
APPLETON, WI 54914-0997
715-842-2241
JAMES ECKER, Manager

WAUSAU, WI 54401 (D)
715-842-2241
1000 McDonald Street
P.O. Box 2006
B. E. DAVIS, JR., President
CHERYL DAVIS, Vice President
TOM STANKE, Office Manager
GEORGE E. MINZLOFF, Manager, Industrial Prod.

Woelz Paper Division
APPLETON, WI 54912
P.O. Box 997
414-733-5587

Century Paper Company, Inc. (P)
28 York Avenue
RANDOLPH, MA 02368
617-963-7000
RICHARD F. HALLORAN, President
JAMES P. HALLORAN, Treasurer and Exec. Vice President
ANDREW C. STOCKWELL, Vice President

Century Papers Inc. (D)
P.O. Box 1908
HOUSTON, TX 77001
713-877-1100
JULES MALTZ, Chairman
HERSCHEL MALTZ, President
JACK THOMAS, Chief Financial Officer
HARVEY GLANZROCK, Vice President
JOE GIARDINA, Vice President-Marketing
KEN BOURNE, Controller

AURORA, CO 80011 (D)
303-373-1450
14551 East Moncrief Place
FRED BUNEGAR, Manager

PHOENIX, AZ 85017 (D)
602-269-3772
3102 West Thomas Road #901
WILL GIBBONS, Area Marketing Mgr.

TUCSON, AZ 85703 (D)
602-624-8256
P.O. Box 5246
JOHN WOLFE, Sales Manager
DON PARSLOW, Operations Manager

HOUSTON, TX 77001 (D)
713-928-5171
P.O. Box 1908
HARVEY GLANZROCK, Area Manager
CHARLES PALMORE, Marketing Manager
J:M LANGE, Sales Manager
BOB MARTIN, Sales Manager

BEAUMONT, TX 77705 (D)
713-835-3419
3255 Executive Drive
LARRY MALTZ, Manager

CORPUS CHRISTI, TX 78469-4788 (D)
512-883-7231
P.O. Box 4788
CHARLES MALTZ, Sr. Vice President
SAM PRICE, Marketing Manager
BRAD ARNOLD, Sales Manager

DALLAS, TX 75234 (D)
214-241-3445
P.O. Box 34110
STAN KRUG, Manager
DON STAFFORD, Sales Manager
JIM GRANTGES, Sales Manager
JULIUS ALBONETTI, Ft. Worth Sales Mgr.
BROOKS LANING, Operations Manager

MCALLEN, TX 78502 (D)
512-686-6593
P.O. Box 1089
STAN GAFNER, Manager

SAN ANTONIO, TX 78219 (D)
512-225-2881
3203 Aniol Street
JERRY HARRINGTON, Marketing Manager
BILL THOMAS, Sales Manager
JOE GOODMAN, Area Operations Manager

EL PASO, TX 79935 (D)
915-592-7543
10901 Pellicano
JOHN WAYNE, Marketing Manager
BOB GROH, Operations Manager

AUSTIN, TX 78758 (D)
512-835-2424
10205 Metropolitan Drive
JERRY MALTZ, Marketing Manager

Cardinal Paper Company (I)
OKLAHOMA CITY, OK 73125
405-235-8441
P.O. Box 25187
R. W. WHITE, Chairman of the Board
JAMES JACKSON, President
JIM LACKEY, Vice President, Marketing
JACK KIMBERLIN, Sales Manager

ALBUQUERQUE, NM 87125 (I)
505-247-0192
1311 12th St. NW
JOHN MESSERLI, Manager

JACKSON, MS 39203 (I)
601-353-3466
639 N. Monroe
BARRY PARKER, Manager

SAN ANTONIO, TX 78204 (I)
512-224-5009
P.O. Box 9202 Guilbeau Station
M. BARDENA, Manager

Paper Products Co. (D)
MEMPHIS, TN 38122
1310 Farmville Rd.
901-323-7615
P.O. Box 22248, Highland Station
RICHARD J. EISEMAN, JR., General Manager
MAURICE BUCHALTER, Sales Manager

Mississippi Paper Co
TUPELO, MS 38801
601-842-8184
Enterprise Dr.
WALTER S. SCOTT, Jr. Division Manager

Charleston Paper Co.
(see Affiliated Paper Companies)

Charlotte Paper Co.
(see Affiliated Paper Companies)

Chattanooga Paper & Woodenware (I)
P.O. Box 1567
CHATTANOOGA, TN 37401
615-266-2155
WILLIAM M. TAFF, President
THOMAS A. TURNER, Vice President
JAMES M. BEAVER, Sales Manager

DALTON, GA 30720 (I)
404-266-3179
1602 Beverly Drive
JIM COOK, Account Manager

ROME, GA 30161 (I)
404-232-5268
13 Pine Bark Drive
RALPH JOHNSON, Account Manager

WINCHESTER, TN 37398 (I)
615-967-1383
Rt. 4 Box 56
H. B. NORRIS, Account Manager

Chope-Stevens Paper Co.
(see Paper Corp. of America)

H. Christensen & Sons A/S (D)
Literbuen 6-10
Dk 2740
SKOVLUNDE, DENMARK
KRISTIAN V. MADSEN, Managing Director

Chudy Paper Co. (I)
930 Bailey Avenue
BUFFALO, NY 14206
716-825-1935
MAX R. CHUDY, JR., President
NORBERT RATAJCZYK, Vice President

BUFFALO, NY 14240 (I)

C

716-895-9398
205 Lombard Street

Buffalo Paper & Twine Co. (I)
BUFFALO, NY 14240
716-825-2322
930 Bailey Avenue

Rochester Paper Co. (I)
ROCHESTER, NY 14624
716-328-8000
1320 Buffalo Road
MAY R. CHUDY, Chairman of the Board
NORBERT RATAJCZYK, President

Cincinnati Cordage & Paper Co. (The) (D)

P.O. Box 17125
CINCINNATI, OH 45217
513-242-3600
JOHN F. CHURCH, JR., President
RICHARD G. EVANS, JR., Executive Vice President
JOHN A. MC MINN, Sr. Vice President-Adminis.
RAYMOND E. WEAVER, Vice President
PAUL J. RUFFING, Assistant Treasurer
JAMES L. ZIMMERMAN, Vice President
DOROTHY R. SCHERPENBERG, Controller

Cordage Papers-Cincinnati (D)
CINCINNATI, OH 45217
513-242-3600
P.O. Box 17125
PAUL B. STUEVE, Sales Manager
LAWRENCE H. GRAY, General Manager

Cordage Papers-Columbus (D)
COLUMBUS, OH 43214
614-436-0130
P.O. Box 14464
J. FRANZ HARRIS, General Manager

Cordage Papers-Dayton (D)
DAYTON, OH 45404
513-233-9050
P.O. Box 196
66 Janney Road
JAMES L. ZIMMERMAN, General Manager

Cordage Papers-Huntington (D)
ONA, WV 25545
304-733-2047
P.O. Box 246
DANIEL G. JOHNSON, General Manager

Cordage Papers-Indianapolis (D)
INDIANAPOLIS, IN 46222
317-639-6441
151 S. Neal Avenue
WILLIAM E. LAYNE, General Manager
RALPH H. WILSON, Sales Manager

Cordage Papers-Knoxville (D)
KNOXVILLE, TN 37927-3130
615-524-1681
1206 Willow Avenue
P.O. Box 3130
THOMAS E. COLSON, General Manager

Cordage Papers-Nashville (D)
NASHVILLE, TN 37204
615-259-2600
2919 Sidco Drive
JOHN P. REDLIN, General Manager
RICHARD H. PHILPOT, Assistant Manager

Brewer-Chilcote Paper Co. (D)
CLEVELAND, OH 44113
216-696-1231
1231 Main Avenue
RAYMOND E. WEAVER, President & Gen. Manager
DENNIS G. WEAVER, Vice President-Marketing

Cordage Packaging (I)
DAYTON, OH 45404
513-233-2211
66 Janney Road
MYRON J. RHEAUME, General Manager

General Paper Co. (D)
PITTSBURGH, PA 15230
412-771-3515
P.O. Box 12
D. JEFFREY KIRCHMER, General Manager

CIP Daxion Inc. (D)

1980 Eglinton Avenue East
SCARBOROUGH, ONTARIO
M1l 2M6, CANADA
416-755-2281
G. V. SCOTT, Branch Manager
M. A. LAVECK, Branch Manager

DARTMOUTH, NOVA SCOTIA
B3B 1P9 (D)
902-463-0991
10 Vidito Drive
M. A. LAVECK, Branch Manager
M. F. MC GRATH, Operations Manager

DIEPPE, N.B. E1A 5V8 (D)
506-855-2131
714 Malenfant Blvd.
Dieppe Industrial Park
M. A. LAVECK, Branch Manager
M. F. MC GRATH, Branch Manager

ST. FOY, QUEBEC G1P 3S4 (D)
418-658-0447
2800 Dalton Street
P. L. VEZINA, Branch Manager
J. PLAMONDON, Manager Sales/ Operation

WINNIPEG, MANITOBA R0H 0E9 (D)
204-774-2591
1760 Wellington Avenue
G. HOLOWKO, Sales Manager
E. CHMELNICKI, Sales Manager

EDMONTON, ALBERTA T5M 3X6 (D)
403-451-6655
16824-114th Avenue
M. MAYER, Branch Manager
J. MEAKIN, Sales Manager
P. BUTLER, Sales Manager

THUNDER BAY, ONTARIO P7B 5N2 (D)
807-622-5375
3-1112 Russell Street
J. FORSHAW, Sales Manager

NETHBRIDGE, ALBERTA T1H 5G5 (D)
403-327-5731
803 30 St. N/Bay #1 Richfield Ctr.
J. ELDER, Sales Manager

RICHMOND, BRITISH COLUMBIA V7C 4N3 (D)
604-278-7726
5440 Hollybridge Way
A. B. MURDOCH, Branch Manager
B. SMITH, Sales Manager
W. A. HARDER, Sales Manager
J. B. BECK, Sales Manager
A. J. WEATHERHEAD, Sales & Operations Manager

OTTAWA, ONTARIO K1B 3V7 (D)
613-745-7019
2574 Sheffield Road
J. BARR, Branch Manager
M. MEREWEATHER, Sales Manager

SCARBOROUGH, ONTARIO
M1L 2M6 (D)
416-755-2281
1980 Eglinton Avenue East
G. A. SCOTT, Branch Manager
S. A. ROUSELL, Sales Manager
G. CHARRON, Sales Manager

LONDON, ONTARIO N5V 1Z5 (D)
519-452-1500
531 First Street
G. V. SCOTT, Branch Manager
J. M. VELLA, Sales Manager & Operations

City Paper Co. (I)

P.O. Box 1966
BIRMINGHAM, AL 35201
205-328-2626
PAUL FRIEDMAN, SR., President
PAUL FRIEDMAN, JR., Vice President
MARK FRIEDMAN, Vice President
DAVID LUCAS, General Manager

City Supply & Paper Co., Inc.

(see Eastern Bag & Paper Co., Inc.)

City Supply Co. Inc. (I)

P.O. Box 816
PLEASANTVILLE, NJ 08232
609-645-3600
DAVID LEAVY, President
ROBERT LEAVY, Treasurer

PLEASANTVILLE, NJ 08232
845 W. Delilah Rd.
Box 816
609-645-3600

Clampitt Paper Co. (P)

9207 Ambassador Row
DALLAS, TX 75247
214-638-3300
MAXWELL CLAMPITT, Chairman of the Board
HENRY G. PHILLIPS, President
G. WINKLER, Vice President
RON HAYGOOD, Sales Manager
RICHARD CLAMPITT, Sales Manager
DON CLAMPITT, Sales Manager

HOUSTON TX 77041 (P)
713-225-2221
4707 Blalock
JOE SULLIVAN, Vice President
JERRY BOSTIK, Sales Manager

FORT WORTH, TX 76106 (P)
817-332-9247
2101 Franklin Drive
STEVE ROMAINE, Vice President
BRUCE PEDEN, Sales Manager

SAN ANTONIO, TX 78219 (P)
512-226-1321
3455 Steen Dr.
LARRY NIEHUS, Vice President

AUSTIN, TX 78744 (P)
512-444-7411
3713 Drossett Drive
WAYNE BASDEN, Vice President
MARK VELTRI, Sales Manager

Clarke Paper Co. (D)

36th & McColloch Street
P.O. Box 6789
WHEELING, WV 26003
304-232-3470
S. BRUCE CLARKE, President
JOHN M. KIDD, Vice President
M. KLEMM, Treasurer

PARKERSBURG, WV 26101 (D)
304-485-3836
1116 Garfield Avenue

The Paper Shack I (D)
WHEELING, WV 26003
304-232-5571
39th & Wood Sts.

The Paper Shack II (D)
PARKERSBURG, WV 26101
304-424-6020
1115 Garfield Avenue

Classic Packaging Co. (I)

1-2280 Tyner Street
PORT COQUITLAM, BC
V3C 2Z1 CANADA
604-941-8607
B. W. PALMER, President
W. B. PALMER, Sales Manager

Classen-Papertonics Corp. (D)

5501 L.B.J. Freeway, Ste. 1001
DALLAS, TX 75240
214-490-5128
THURSTON PRUTZ, General Manager

Cleveland Paper Company (P)

1614 East 40 Street
CLEVELAND, OH 44103
216-881-0880
ROBERT K. HULL, Chairman & Chief Exec. Officer
DONALD S. MESSENGER, President
TOM PERCHAN, Vice President
KURT KORFHAGE, Sales Manager
ARZIE MOORE, Controller

Clifford-Gould & Wade Paper Corp.
(see Gould Paper Corp.)

Clifford-Gould Paper Corp.
(see Gould Paper Corp.)

Clinton Envelope And Paper (D)
310 North 11th Street
PHILADELPHIA, PA 19107
215-923-3636
ROBERT L. HELD, Vice President
ROBERT C. DONNER, Treasurer

Coast Paper (P)
850 West Kent Avenue
VANCOUVER, BC
V6P 3G1, CANADA
604-321-8511
DONALD G. GARNETT, Chairman
BRUCE M. BRYDON, President
DONALD KYLLO, Vice President/Sales

MISSISSAUGA, ONTARIO L4W 2S3 (P)
416-238-1177
5145 Timberlea Blvd.
ALEX SMITH, Manager

CALGARY, ALBERTA T1Y 5T3 (P)
403-291-1030
2820 37th Avenue N.E.
BRIAN ARGUE, Manager

EDMONTON, ALBERTA T5S 1J7 (P)
403-452-1275
11670-170 Street
FRED KAMER, Manager

SASKATOON, SASKATCHEWAN S7K 5Z7 (P)
306-931-6600
807 60th Street East
TED HUMPHREYS, Manager

Cole Papers, Inc. (Fargo Paper) (D)
P.O. Box 2967
FARGO, ND 58108
701-282-5311
PRENTISS H. COLE, President
CHARLES PERKINS, Vice President & Treas.
JAMES P. CRITELLI, Vice President
GERARD DOMPKE, Manager Printing Papers
GREG A. HANSON, Manager Sanitary & School Sup.
LLOYD L. ANDERSON, Comptroller
KENNETH D. DAHL, Credit Manager
CHARLES R. UDART, Manager Info. Processing Spls.

ABERDEEN, SD 57401 (D)
605-226-1118
9 N Main Street
MELVIN GRAMS, Branch Manager

BISMARCK, ND 58501 (D)
701-223-1147
100 Third Street
MICHAEL T. MCCLENNING, Branch Manager

GRAND FORKS, ND 58201 (D)
701-775-6641
201 N. 8th Street
RONALD F. BUSHY, Branch Manager

MINOT, ND 58701 (D)
701-852-4184
1608 20th Avenue S.E.
WILLIAM B. DEMARS, Branch Manager

SIOUX FALLS, SD 57104 (D)
605-335-7123
712 E. 50th St. N.
SID DVORACEK, Branch Manager

Coleman Paper Company
(see Heritage Paper Company, Inc.)

Colonial Paper Co. (I)
P.O. Drawer 2646
OCALA, FL 32678
904-622-4171
WILLIAM H. TUCK, SR., President
WILLIAM H. TUCK, JR., Vice President
DAVID A. TUCK, Vice President
GAIL B. TUCK, Treasurer

D/B/A/ Hudson Distributing (I)
PALATKA, FL 32078-0426
904-325-2078
P.O. Box 426
WILLIAM H. TUCK, SR., President
RICHARD BORN, General Manager

Colony Papers, Inc. (D)
204 S. Summer St.
YORK, PA 17404
717-854-9577
NORMAN M. CALLAHAN, Chairman of the Board
FREDERICK B. CALLAHAN, President
NORMAN L. MUMMERT, Vice President-Operations
WILLIAM N. KOCHENOUR, Treasurer
THOMAS S. CORSE, Manager-Fine Papers
RICHARD J. MANNING, Manager-Industrial Papers

Columbia Paper Co.
(see Affiliated Paper Companies)

Combined Packaging, Inc.
(see Reliable Paper Co.)

Commerce Paper Company (P)
15 South Ontario Street
TOLEDO, OH 43602
419-241-9101
S. DEAN ROBERTS, President
CRAIG DEAN ROBERTS, Vice President
JEFFREY M. ROBERTS, Treasurer

Commonwealth Packaging Co. (I)
5490 Linglestown Rd.
HARRISBURG, PA 17112
717-657-3113
JAY MAISEL, President

PITTSBURGH, PA 15217 (I)
412-422-6387
6441 Monitor St.
MARK MAISEL, Vice President

PHILADELPHIA, PA 19146 (I)
215-732-9030
1700 Naudain St.
STEVEN MAISEL, Vice President

Communication Paper Corp. (P)
1845 New Highway
FARMINGDALE, NY 11735
516-293-0505
STEVEN E. OBLETZ, President
KENNETH OBLETZ, Vice President
RICHARD OBLETZ, Vice President

Conejo Container & Shipping Room Supplies (I)
5308 Derry Ave. Suite B
AGOURA HILLS, CA 91301
818-889-1770
FRANK L. WIENER, President
PHILIP WIENER, Vice President

Congress Paper Corp. (P)
110 East 149 Street
BRONX, NY 10451
212-665-5000
203-357-1520
RALPH KATZ, President
HOWARD KATZ, Vice President
JUDITH K. GORDON, Treasurer

Conifer Paper Products, Inc. (I)
4911 Central Ave.
P.O. Box 4057
RICHMOND, CA 94804-0057
415-527-8222
LAWRENCE D. FOX, Chief Executive Officer
WILLIS E. FIELDS, Chief Financial Officer
JAMES W. BROUGHER, Vice President Sales
ROBERT E. SPELLMAN, Vice President Marketing

FRESNO, CA 93725
4668 E. Drummond Ave.
ROBERT MANGASARIAN, Branch Manager

M. Conley Co. (I)
P.O. Box 270
CANTON, OH 44701
216-456-8243
RICHARD D. CONLEY, President
RICHARD M. CONLEY, Chairman of the Board
DAVID CONLEY, Vice President
MICHAEL CONLEY, Vice President
JAMES DERSHAW, Controller

Consolidated Packaging, Inc.
(see Bunzl Corp.)

Consumers Paper & Supply Corp. (D)
P.O. Box 746
NORWICH, CT 06360-0746
203-889-8481
KENNETH FISCHBURG, President
JOHN TWOMEY, Vice President
ED BAIRD, Sales Manager

Copco Envelope Manufacturing Co.
(see Paper Corp. of America)

Copco Papers Inc.
(see Paper Corp. of America)

Copco Tape & Label Div.
(see Paper Corp. of America)

Coral Paper Corporation (I)
3500 NW. 125 Street
MIAMI, FL 33167
305-685-5954
JOHN PEREZ, President
PEDRO RAMIREX, Vice President
ROBERTA PEREZ, Vice President/Sales

Cordage Packaging
(see Cordage Papers)

Cottingham Paper Co. (I)
P.O. Box 622
COLUMBUS, OH 43216
614-294-6444
R. S. COTTINGHAM, President
C. L. COTTINGHAM, Vice President, Treasurer
RONALD E. ROOT, Vice President Marketing
CAROL M. SHAW, Controller
SHEILA R. COTTINGHAM, Administration/Manager

Crent Co. (I)
627 Brunken Ave. Suite A
SALINAS, CA 93901
408-757-8511
CHARLES H. CURLEY, President
JONATHAN B. PERDUE, V.P. Operations
HARLAN BARRY, Controller
LEE E. CROUCH, General Sales

C

Manager
TERRY LOFGREN, Area Manager-Retail Packaging

Crescent Paper Co.
(see Distribix, Inc.)

Crest Paper Products (I)
457 Mulberry Street
TRENTON, NJ 08638
609-394-5357
PAUL F. DI MANNO, President
FRANCIS P. DI MANNO, Vice President/Treasurer
CHARLES B. PENNYPACKER, Sales Manager
ROBERT E. LEE, Warehouse Manager

Crestwood Paper Co.
(see William Paper Company, Inc.)

Cross Siclare New York, Inc. (P)
P.O. Box 301
STATEN ISLAND, NY 10303
718-442-8900
CLEMENTE SICLARE, Chairman of the Board
CROSS C. SICLARE, President
ROCCO SICLARE, Vice President/Treasurer
JOSEPH SICLARE, Vice President/Secretary
JOHN PETER SICLARE, SR., Vice President
CROSS R. SICLARE, First Vice President
CROSS J. SICLARE, Vice President Operation
JOSEPH F. MORRISON, Vice President Marketing

Crown Paper (D)
1675 West 4th Avenue
VANCOUVER, B.C.
V6J 1L8 CANADA
604-668-4040
D. C. COOK, Vice President
G. C. DIXON, Manager, Printing Papers
M. C. SHEIN, Manager, Sales & Marketing
KENT CURLEY, Manager, Industrial Marketing
R. F. BELLEFLEUR, Mgr., Finance & Administration

EDMONTON, ALBERTA T5V 1J9 (D)
403-452-2520
16408-121A Avenue
J. A. Burwash, Manager

CALGARY, ALBERTA T2M 4M6 (D)
403-250-5416
Postal Station B, P.O. Box 5001
W. E. STRAND, Manager

REGINA, SASKATCHEWAN
S4N 4ZB (D)
306-569-9011
607 East 4th Avenue
BRANT GYUG, Manager

SASKATOON, SASKATCHEWAN
S7K 3N1 (D)
306-931-8004
601 45th Street, East
A. J. LADOUCEUR, Manager

WINNIPEG, MANITOBA R3G 0E9 (D)
204-775-4491
1320 Ellice Avenue
R. J. KLOSCHINSKY, Manager

MISSISSAUGA, ONTARIO L4W 1P2 (D)
416-624-3588
5400 Tomkin Road
N. E. POLLARD, Manager

NEW WESTMINSTER, B.C. V3L 5A9(D)
604-528-0848
P.O. Box 2500
W. R. MILLER, Manager

SAANICHTON, B.C. V0S 1M0 (D)
604-652-3931
P.O. Box 70
S. B. SANDS, Manager

PRINCE GEORGE, B.C. V2N 2K8 (D)
604-563-0348
1021 Eastern Street
G. H. KEEBLE, Manager

THUNDER BAY, ONTARIO P7B 6E2 (D)
807-345-3282
Box 3555 Postal Sta. "P"
B. K. GESKE, Manager

Crown Products Co. (I)
450 Nepperhan Avenue
YONKERS, NY 10701
914-968-2222
MARSHALL KLEIN, President
SAM H. KLEIN, Vice President
JOE BRUNO, General Manager
ELIAS MAKSOUD, Controller

Crown Supply Company
(see CDA Distributors)

Crown Zellerbach-Fine Papers Division
6210 Dividend St.
LITTLE ROCK, AR 72219
501-562-2448
B. E. PRIEST, Branch Manager

D and W Paper Co. Inc. (P)
P.O. Box 26458
NEW ORLEANS, LA 70186
504-245-1411
HUEY E. MC DOWELL, President
EDWARD L. YOKUM, Vice President
THOMAS J. RUSSO, Vice President
KENNETH A. MUMFORD, Vice President
CAROLYN R. MC DOWELL, Treasurer

D/B/A Hudson Distributing
(see Colonial Paper Co.)

DRG Paper & Board (P)
Nash Mills, Hemel Hempstead
HERTS HP3 9XF, ENGLAND
WATFORD 51331
I. G. MONRO

Dacotah Paper Co. (I)
P.O. Box 2727
FARGO, ND 58108
701-235-4483
F. W. MOHR, JR., Chairman of the Board
FRED W. MOHR, III, President, General Manager
OSCAR K. SANDVIK, Vice President
GARY M. PETERSON, Controller
MATTHEW D. MOHR, Operation Manager

Danvers Paper Co., Inc. (I)
16 Riverside Avenue
DANVERS, MA 01923
617-777-0020
LEO C. THIBEAULT, JR., President and Treasurer
WILLIAM JOYCE, Sales Manager

Darragh Paper Co. (D)
1000 McKee Ave.
MC KEES ROCKS, PA 15136
412-771-1855
R. A. DARRAGH, President
WILLIAM R. DARRAGH, Vice President & Secretary
RICHARD D. LUND, Manager-Printing Papers
R. G. DARRAGH, Sales Manager

Decatur Paper Co.
(see Distribix, Inc.)

Dees Paper Company, Inc. (I)
P.O. Box 160245
MOBILE, AL 36616
205-432-1784
A. LAMONT DEES, President
LAMONT H. DEES, Vice President Operations
MARSLY DEES, Treasurer
BILL JOHNSON, General Manager
MELDA NAPPIER, Controller
RANDY NIBLETT, Packaging Sales Mgr.
CHARLES SAVAGE, Machine Service Mgr.

Deltapaper Corporation (I)
4272 Wissahickon Avenue
PHILADELPHIA, PA 19129
215-226-6700
WILLIAM BREGMAN, President
BARRY SCHWARTZ, Vice President Operations
ARNOLD J. MARINELLI, General Sales Manager
RAY HARRIS, Manager Operations
MARGARET DEMAURO, Controller

ORLANDO, FL 32824 (I)
305-859-5900
11442 E. Intermodel Way
WILLIAM BREGMAN, President
GLENNA KEEFER, General Manager

Diamond Paper Company, Ltd. (I)
P.O. Box 30217
NEW ORLEANS, LA 70190
504-525-5296
CHARLES H. KURZWEG, JR., President
ADOLPH C. BILLET, Treasurer
CLARENCE J. BLANCHARD, Vice President
JOHN BURAS, Vice President

Diamond Paper Corporation (P)
P.O. Box 7000
STERLING, VA 22170
703-573-9500
ALISON D. K. DIAMOND, President
LISA A. DEVLIN, Executive Vice President
PAUL DIAMOND, Vice President
PAULA F. KERXTON, Treasurer
ROLAND C. DOWNEY, Manager of Distribution

Dillard Converting
(see Dillage Paper Co.)

Dillard Packaging Systems
(see Dillard Paper Co.)

Dillard Paper Co. (D)
P.O. Box 21767
GREENSBORO, NC 27420-1767
919-299-1211
JOHN H. DILLARD, President
FRANK A. SHARPE, JR., Vice President
G. HENRY JOBE, JR., Vice President
GEORGE R. BRUMBACK, Vice President & Treasurer
THOMAS RUFFIN, JR., Vice President
ANDREW H. PEATROSS, General Sales Manager
NEWELL E. HOLT, Field Sales Manager
RONALD E. MECHLING, Dir. Marketing

SALISBURY, MD 21801-2537 (D)
301-546-1277
P.O. Box 2537
F. MARSHALL BROWN, Vice President & General Mgr.

ATLANTA, GA 30362-7648 (D)
404-449-6400
50 Best Friend Road
ROBERT L. MC KEE III, Vice President & General Mgr.

AUGUSTA, GA 30903-2099 (D)
404-793-2881
P.O. Box 1330
THOMAS ROSE, Vice President & GM

ROME, GA 30163-1601 (D)
404-295-5611
P.O. Box 1197
STEVE BROUGHMAN, Vice President & GM

BIRMINGHAM, AL 35202-1367 (D)
205-798-8380
P.O. 11367
ROLAND WEBB, Vice President & GM

BRISTOL, VA 24203-0069 (D)
703-669-8174
P.O. Box 69
DONALD L. HALE, Vice President & GM

CHARLOTTE, NC 28266-8966 (D)
704-392-6131
P.O. Box 668966
R. FREDERICK GREEN, Vice President & General Mgr.

COLUMBIA, SC 29202-1489 (D)
803-799-8770
P.O. Box 1489
V. O. ROBERTSON, Vice President & GM

GREENVILLE, SC 29602-2067 (D)
803-269-2310
P.O. Box 2067
ELDON BULLINGTON, Vice President & GM

KNOXVILLE, TN 37950-0008 (D)
615-584-5741
P.O. Box 50008
A. E. RUSSELL, Vice President & GM

MACON, GA 31208-4407 (D)
912-746-8501
P.O. Box 4407
MICHAEL W. HILDEBRAND, Vice President & GM

RALEIGH, NC 27606-0354 (D)
919-838-0501
P.O. Box 33358
GEORGE R. BRYANT, JR., Vice President & GM

RICHMOND, VA 23234-0748 (D)
804-232-7831
P.O. Box 34748
D. M. BOWER, Vice President & GM

ROANOKE, VA 24003-3406 (D)
703-343-5551
P.O. Box 13406
D. A. PEOPLES, Vice President & GM

WILMINGTON, NC 28402-1558 (D)
919-791-4606
P.O. Box 1558
JAMES E. LOTTS, Vice President

WINSTON-SALEM, NC 27114-4668 (D)
919-768-4900
P.O. Box 24668
R. M. TENNILLE III, Vice President & GM

NORFOLK, VA 23509-0254 (D)
804-857-0161
P.O. Box 7254
GEOFFRY A. CLARK, Vice President & GM

LYNCHBURG, VA 24506 (D)
804-385-6670
P.O. Box 10746
RALPH NESBIT, JR., Vice President & GM

Dillard Packaging Systems (D)
GREENSBORO, NC 27419-8908
919-855-0425
P.O. Box 18908 GFS
P. LEE MARTIN, JR., Vice President & GM

Dillard Paper-Charleston (D)
CHARLESTON, SC 29410
803-552-1030
P.O. Box 90579
RANDOLPH L. BUNTON, Vice President & GM

Dillard Converting Co. (D)
GREENSBORO, NC 27419
919-299-1212
3900 Spring Garden St.
GREG MILLER, Vice President & GM

Direct Packaging Inc. (I)
P.O. Box 415
HEWLETT, NY 11557
516-295-3657
LASKER HARRIS, President

Distribix, Inc. (D)
Drawer AB
FLORISSANT, MO 63031
314-921-7070
HAL A. KROGER, President
WILLIAM T. LEITH, Executive Vice President
FOSTER H. BALLARD, Treasurer
KLAUS J. LINKE, Asst. Treasurer
THOMAS C. RANSONE, Marketing Mgr.

Crescent Paper Co. (D)
INDIANAPOLIS, IN 46221
317-635-3491
1940 West Oliver St.
EUGENE F. BEAR, President
CHUCK DICKEY, Industrial Sales Manager

Crescent Paper Co. (I)
CHAMPAIGN, IL 61820
217-352-1602
2708 North Mattis St.
DON RUSSELL, Sales Manager

Decatur Paper Co. (D)
DECATUR, IL 62526
217-877-9330
815 E. Kenwood Avenue
JAMES A. BERNHARDT, President

Roach Paper Company (P)
MEMPHIS, TN 38118
901-363-4040
4021 Delp Street
H. ALLEN HEWITT, President
WALTER S. QUEEN, Vice President
FRED A. SCHONERT, Executive VP

Roach Paper Company (D)
LITTLE ROCK, AR 72203
501-374-5507
P.O. Box 1029
EARL W. HATCH, President
CHRIS STRASSBURGER, Vice President

Louisville/Southeastern Paper (D)
LOUISVILLE, KY 40233
502-637-2511
P.O. Box 37190
WAYNE R. RUDLOFF, President
CHARLIE NALLEY, Executive Vice President

Tobey Peoria Paper (D)
PEORIA, IL 61652
309-685-6231
P.O. Box 5186
ROBERT E. COKER, President
JAMES G. WILLIAMS, Exec. VP
THOMAS L. MAST, Vice President

Tobey Fine Papers (P)
ST. LOUIS, MO 63110
314-652-4800
1424 Talmage Avenue
WALTER A. SEEGER, JR., President
NORMAN J. MEDER, Vice President

Tobey Fine Papers (P)
NORTH KANSAS CITY, MO 64116
816-842-9110
200 East 16th Avenue
GENE R. SMITH, President
SIDNEY HOCK, Executive Vice President

Irwin Paper Co. (D)
QUINCY, IL 62301
217-223-4300
138 Commercial Drive
RICHARD SEIFERT, Executive V.P. & General Mgr.
RONALD P. CUDNEY, President

Dixon Paper Center
(see Dixon Paper Company)

Dixon Paper Co. (D)
410 Raritan Way
T.A. Box 5285
DENVER, CO 80217
303-595-9944
WILLIAM L. DONAHUE, Chief Exec. Officer, Chairman, President
MARSHALL TUCKER, Vice President/ CFO
RICHARD ENGLE, Vice President/COO
THOMAS E. COSTELLO, Vice President Marketing
DENNIS L. CROSS, Mktg. Mgr./ Printing Paper Graph.
DONALD PALADINO, Mktg. Mgr/ Industrial Products
TIM RODMAN, Sales Manager, National Account

DENVER, CO. 80217 (D)
303-371-7510
3900 Lima Street
P.O. Box 5286 T.A.
J. DAVID LANDES, General Manager/ Colorado Grp. M

PUEBLO, CO 81002 (D)
303-544-2351
800 West 2nd
P.O. Box 1428
CARL HAGANS, Operations Manager

GRAND JUNCTION, CO 81502 (D)
303-242-5135
P.O. Box 1119
1423 Fourth Avenue
RICHARD PARRISH, General Manager

BILLINGS, MT 59104 (D)
406-252-2103
P.O. Box 21195
1495 Monad Road
GARY L. ROBBEN, General Manager

COLORADO SPRINGS, CO 80933 (D)
303-598-5820
P.O. Box 7950
680 Garden of Gods Roads
RICHARD D. HENLEY, General Manager

ALBUQUERQUE, NM 87125 (D)
505-345-7841
P.O. Box 26629
One Claremont, N.W.
RUDY DIAZ, General Manager

SALT LAKE CITY, UT 84130 (D)
801-972-2661
1987 South 3700 West
P.O. Box 30000
LARRY STILLMAN, N.W. Group Vice President

SPARKS, NV 87125 (D)
702-331-1941
P.O. Box 20909
1300 East Glendale
DOUGLAS A. HAMM, General Manager

PHOENIX, AZ 85061 (D)
602-269-5711
P.O. Box 27050
3120 West Thomas Rd.
GREGORY S. DONAHUE, General Manager

AMARILLO, TX 79105 (D)
806-372-8541
P.O. Box 15410
2801 South Pierce
JIM MC LAUGHLIN, General Manager

EL PASO, TX 79926 (D)
915-779-2240
P.O. Box 26608
6839 Market Avenue
BOB G. BARNES, General Manager

LUBBOCK, TX 79408 (D)
806-747-4616
P.O. Box 2609
4402 Locust Avenue
RALPH WEINRICH, General Manager

BOISE, ID 93707 (D)
208-385-3110
P.O. Box 7665
432 Steelhead Way
MAURICE SMITH, General Manager

Domtar Fine Paper Merchants (D)
395 de Maisonneuve Blvd. W
MONTREAL, QUEBEC
H3A 1L6, CANADA
514-848-5523

D

D. A. LEIGH, Vice President
T. H. LLOYD, Manager of Administration
R. K. ENGLISH, Manager
I. P. VAGHELY, Marketing Manager
G. AMATO, Merchandising Manager

Buntin Reid Paper (P)
MISSISSAUGA, ONTARIO
L5T 1K5
416-678-1351
1330 Courtney Park Drive
D. E. MOORHEAD, General Manager

LONDON, ONTARIO N6E 1Z7 (P)
519-686-7551
160 Newbold Court
C. L. BOWEN, Branch Manager

OTTAWA, ONTARIO K1B 4S4 (P)
613-731-8410
2730 Lancaster Road
K. S. LEACH, Branch Manager

Halls-Canada Paper (P)
TORONTO, ONTARIO
M4B 3G5
416-751-6212
46 Hollinger Rd.
D. E. TREVELYAN, General Manager

Buntin Gillies (P)
HAMILTON, ONTARIO
L8N 3E2
416-522-1331
560 Ferguson Avenue N.
WILLIAM J. HARDY, General Manager
REG J. STEVENS, Sales Manager
GARY P. HALCROW, Operations Manager

Federal Paper
LaSALLE, QUEBEC
H8R 2T9
514-366-7650
900 Upton Street
LARRY GARDNER, General Manager

Donill Die Cutting
(see Stanley Paper Company, Inc.)

Dowd Company (I)
P.O. Box 4004
WOBURN, MA 01888
617-935-8920
FRANK J. VIEGAS, President
DANIEL F. SULLIVAN, Vice President Finance
DONALD R. FAY, Senior Vice President
PETER W. TOMASINI, Vice President Sales

Symons Paper Co.
GARDNER, MA 01440
617-632-1080
25 Kraft Street
R. J. MC LAUGHLIN, President & General Manager

Dralle Paper Co., Inc. (I)
N29 W22798 Marjean Lane
WAUKESHA, WI 53186
414-544-6475
HERBERT L. DRALLE, President
LAMBERT R. DRALLE, Vice President
ROBERT W. DRALLE, Manager

Dubin Paper Company (I)
P.O. Box 924
PHILADELPHIA, PA 19105
215-462-7900
BURTON A. DUBIN, President
NORMAN B. HOCKMAN, Vice President

Dudley Paper Co.
(see Paper Corp. of America)

Duluth Paper & Specialties Co. (D)
Box 16045
DULUTH, MN 55816-0045
218-628-2873
R. FRED ROUSE, Vice President/ General Mgr.
VIETTE ROUSE, President
EDWARD GOULD III, Vice President

Duplicating Papers, Inc.
(see Willman Paper Company, Inc.)

EMSCO Industries, Inc. (I)
617 East 7th
SIOUX FALLS*, SD 57102
605-336-0724
WALT MARZINKE, President
JOHN EWING, Vice President
ROBERT NITZCHKE, General Manager

RAPID CITY, SD 57701 (I)
1201 Turbing Drive
JOHN SIMONSON, Branch Manager

EPA Papiergrosshandel GmbH (D)
Ottostrasse 4
Postfach 2349
7500 Karlsruhe 1 GERMANY
(0721) 4099-0
GUNTER CALMBACH, President-Owner
IMMO SICHARDT, Executive Vice President

EPC Distributors Inc. (I)
208-22 Jamaica Avenue
QUEENS VILLAGE, NY 11428
718-776-6000
HAROLD KARMIN, President
ROBERT MENDELSOHN, Vice President
ERIC WEISS, Vice President
NORMAN WELEDNIGER, Treasurer
LEE POTEMKIN, Sales Manager
DAVID HANSEN, Warehouse Manager
JEFF STONE, Export Manager
ENID ROSENBLOOM, Showroom Manager
RANDY BROWN, Night Manager
SHARON MENDELSOHN, General Manager
TYRONE WILLIAMS, Warehouse Manager

Eagle Paper Co. (P)
2961-69 B Street, Indiana Ave.
PHILADELPHIA, PA 19134
215-634-4930
MARY ANN SPERA, President
RAYMOND SPERA, Secretary-Treasurer

M. J. Earl, Inc. (I)
P.O. Box 13427
READING, PA 19612
215-375-8455
GARY W. SEYFERT, President
HARRY COHEN, General Manager
ROBERT DELEHANTY, Sales Manager

Eastern Bag & Paper Co., Inc. (I)
459 Iranistan Avenue
BRIDGEPORT, CT 06604
203-334-4111
LOUISE A. BAUM, President
MEREDITH B. RUEBEN, Vice President
JAMES SUGARMAN, General Manager/Vice President
JOSEPH COSTELLO, Sales Manager
ROBERT PETERSEN, Sales Manager
ANDREW POLASHEK, Sales Manager

City Supply & Paper Co. (I)
HARTFORD, CT 06210
203-245-5891
3080 Main Street
LOUISE A. BAUM, President, Treasurer
MEREDITH B. REUBEN, Vice President
ANDREW POLESHEK, Branch Manager
WILLIAM MORTON, Operations Manager

Eastern Paper Co., The (I)
P.O. Box 92
HARTFORD, CT 06141
203-249-6579
ROBERT RENERT, Chairman
JEFFREY C. RENERT, President
RICHARD RENERT, Vice President
MUKESH M. DESAI, Controller

Eastern Paper Of New England (I)
P.O. Box 10755
STAMFORD, CT 06904
203-323-5747
JEFFREY C. RENERT, President
HARVEY SCHATTEN, General Manager

Elgin Paper Co. (I)
1025 N. McLean Blvd.
ELGIN, IL 60123
312-741-0137
ARTHUR J. FUNK, President, Treasurer
JACK L. HELLER, Sales and Operation Manager
ARTHUR W. FUNK, Vice President
WILLIAM R. EICHHURST, Vice President

Harry Elish Paper Co. Inc. (P)
435 Hudson Street
NEW YORK, NY 10014
800-354-7469
LAWRENCE J. ELISH, President
THEODORE F. PAYNE, JR., Executive Vice President
EDWARD L. WAHL, Vice President
JAMES M. PAYNE, Vice President Marketing
TONY BULLA, Vice President Sales

Empire Paper Co. (I)
P.O. Box 479
WICHITA FALLS, TX 76307
817-766-3216
JOHN L. ESTES, Chairman of the Board
DAVID C. ESTES, President
MONTY WRIGHT, Vice President

Empire Paper Corp. (D)
1033 Massachusetts Ave.
BOSTON, MA 02118
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EDWARD A. ROSENBLOOM, Chairman of the Board
ELLIOT SCHNEIDER, President, Treasurer
ELLIOT OVEN, Vice President

Empire Paper Corp.
134 Sheridan Ave.
ALBANY, NY 12210 (I)
518-463-4417
134 Sheridan Ave.
MARY NACHISON, President
JON NACHISON, Vice President

Enterprise Paper Co., Inc. (I)
P.O. Box 16244
11630 Caroline Road
PHILADELPHIA, PA 19154
215-676-6900
JOEL H. GOTTLIEB, President
JOSEPH BROWN, Sales Manager
ELLIOT MILLER, Controller
WILLIAM A. PETTIT, JR., Sales Manager, Packaging

Everett Wholesale Paper Co. (I)
P.O. Box 928
EVERETT, WA 98206
206-252-2105
W. F. KNEHR, President

PETER A. KNEHR, Vice President
D. M. KNEHR, Secretary, Treasurer

Fabricas De Papel Loreto (D)
Altamirano 46 San Angel
MEXICO, D.F. 01090
91(5) 548-66-60
ING. JORGE GONZALEZ GOMEZ, President
ERICH WUENSCHMANN, Vice President
RAINER LENZ, Vice President Sales
JAN PETER BOLBRUGGE, Sales Manager

MEXICO 20, D.F. (D)
524-77-81
Aguerrebere Y CIA, S.A.
Margaritas No. 416
CARLOS AGUERREBERE, Branch Manager

GUADALAJARA, JAL MEXICO (D)
91(36)23-09-47
Cervantes Hermanos, S.A.
Mar Rojo No. 1587
ENRIQUE CERVANTES, Branch Manager

CHIHUAHUA, CHIH, MEXICO (D)
91 (141) 3-07-77
Con Alonso, S.A.
Apdo. Postal No. 1231
ALONSO MENDOZA, Branch Manager

PUEBLA, PUE., MEXICO (D)
91(22)48-53-68
Isaac Ibarra Juarez
Apdo. Postal No. 106

CHIHUAHUA, CHIH. MEXICO (D)
91(141)575-75
Newberry D Chihuahua, S.A.
Independencia No. 800
KEN NEWBERRY, Branch Manager

MERIDA, YUC. MEXICO (D)
91(992)341-55
Raul Bolio Gomez
Apdo. Postal No. 613

SAN LUIS POSOSI, S.L.P. MEXICO (D)
91(481)234-00
Representaciones San Luis, S.A.
Apdo. Postal No. 53
JAVIER TORRE, Branch Manager

TORREON, COAH MEXICO (D)
91(171)3-33-99
Deposito Torreon
Gregorio A Garcia #557 Nte.
JUAN JOSE RAMIREZ, Branch Manager

TIJUANA, B.C. MEXICO
91(66)86-87-49
Marcelo Arreola Pujol
Fracc. La Villa En La Mesa

Fancy Pak Co. Ltd. (D)
1195 Montee Deliesse Road
MONTREAL, QUEBEC
H4S 1J7, CANADA
514-337-3242

SONNY WACHMAN, President
ARLENE WACHMAN, Secretary-Treasurer

Fidelity Paper & Supply Corp. (I)
5 Lawrence Street
BLOOMFIELD, NJ 07003
201-748-3475
PIERRE GUARIGLIA, President
DOMINIC GUARIGLIA, Vice President
DAVID GUARIGLIA, Vice President
DOMINIC GUARIGLIA, Sales Manager
GARY GUARIGLIA, Treasurer

Fine Papers of Little Rock
(see Mead Merchants)

Fine Papers of Rogers
(see Mead Merchants)

Fine Papers, Inc. (I)
P.O. Box 23505
NEW ORLEANS, LA 70183
504-733-7651
JOHN T. DEGAN, President
WALTER J. THIBODEAUX, Vice President

First State Paper, Inc. (P)
P.O. Box 10007
WILMINGTON, DE 19850
302-656-6546
RICHARD G. EMERSON, President
FRANK B. EMERSON, Vice President
DOLORES A. EMERSON, Secretary, Treasurer
RODNEY L. SIBERT, Sales Manager
RICHARD ZIMNY, Controller

Fisher Bros. Paper Co. (I)
P.O. Box 1720
FORT WAYNE, IN 46801
219-747-7442
THOMAS M. REHRER, President
FLOYD SIMS, Vice President
JACK CALKINS, Sales Manager

JACKSON, MI 49201 (I)
517-784-7151
543 Liberty St.
ROBERT CORWIN, General Manager

BOWLING GREEN, OH 43402 (I)
419-352-8416
P.O. Box 373
WILLIAM BLAIR, General Manager

Fishman Supply Co. (I)
1004 Lakeville
PETALUMA, CA 94952
707-763-8161
LELAND FISHMAN, President & Sales Manager

Fleetwood Paper Co. (I)
10600 Seymour Ave.
FRANKLIN PARK, IL 60131
312-678-9090
FRANCIS J. HOULIHAN, President
MICHAEL GUTMAN, Sales Manager
RICHARD POWELL, General Manager

Florida Paper Co.
(see Affiliated Paper Companies)

Foley Distributing Corp., The (I)
P.O. Box 99
RUTLAND, VT 05701
802-773-3738
MARK K. FOLEY, President
MICHAEL FAGAN, Sales Manager

Forest Atwood Paper
(see WWF Paper Corp.)

Fort Smith Paper Co. (D)
P.O. Box 6358
FORT SMITH, AR 72906
501-646-6171
ROBERT C. GORDON, JR., President
DON WILSON, Manager
ROBERT C. GORDON, Secretary/Treasurer

ADA Paper Co (D)
ADA, OK 74820
403-332-7943
P.O. Box 2076
R. C. GORDON, Manager

Gordon's Wholesale (D)
MUSKOGEE, OK 74401
918-423-2334
Curts Mall
GARY SMITH, Manager

P. J. Fox Paper Co., Inc. (D)
P.O. Box 2235
123 Georgia Ave.
PROVIDENCE, RI 02905
401-467-3500
PAUL J. FOX, JR., President
J. V. FOX, Vice President
RAYMOND J. GORMAN, JR., Sales Manager

S. Freedman & Sons, Inc. (I)
3322 Pennsy Drive
LANDOVER, MD 20785
301-322-5000
HERBERT F. SACKS, President
DAVID GORDIN, Vice President
MARK FREEDMAN, Secretary/Treasurer
BARRY PERLIS, Assistant To The President
ROBERT VARNON, Vice President/Sales

Frontier Paper Co. (D)
2790 85th Place NE
BELLEVUE, WA 98004
ELMER D. WILCOX, Vice President

Frontier Paper Inc. (D)
355 East 76th Ave.
ANCHORAGE, AK 99518
907-344-4000
GREGORY B. WILCOX, President
ELMER D. WILCOX, Vice President
HAROLD PIERCE, Treasurer

Fuller Paper Co., Inc. (I)
P.O. Box 3087
PALMER, PA 18043
215-253-3591
CHARLES W. G. FULLER, President & Treasurer
CHARLES W. FULLER, Executive Vice President

Fulton Paper Company (I)
1006 West 27th Street
WILMINGTON, DE 19802
203-594-0400
JOHN A. BRADLEY, President
ROBERT M. JANVIER, SR., Vice President

SPRINGFIELD, PA 19064 (I)
215-544-8850
1138 Baltimore Pike
SUSAN FARALDO, Branch Manager

NEWARK, DE 19711 (I)
302-328-1440
138 Elkton Rd.
JOHN A. BRADLEY JR., Manager

Fulton Paper Co., Inc. (I)
5200 Phillip Lee Dr. S.W.
ATLANTA, GA 30336
404-691-4070
MARSHALL H. HIRSCH, Chairman of the Board
A. W. LAMB, Executive Vice President
WILLIAM N. HIRSCH, President

Panama City Paper Co. (I)
PANAMA CITY, FL 34201
904-785-9400
419 West 5th Street
DALE SAMUELSON, Branch Manager

Paper Supply Co. (I)
ALBANY, GA 31701
404-691-4070
518 Rooseveit Ave.
BUDDY WILDES, General Manager

GWM Industries, Inc. (D)
161 Avenue Of The Americas
NEW YORK, NY 10013
212-741-6100
RUSSELL B. PASFIELD, Chairman Of The Board
RUSSELL A. PASFIELD, President
RAYMOND A. GIUSTO, Executive Vice President

G

Miller, Geo. W., & Co. (D)
NEW YORK, NY 10013
212-741-6100
161 Ave. Of Americas
PUSSELL B. PASFIELD, Chairman
RUSSELL A. PASFIELD, President
RAYMOND A. GIUSTO, Executive Vice President
BRUCE SCHER, Sales Manager
JACK WERNER, Operations Manager

Selig Paper Company (D)
NEW YORK, NY 10013
212-741-6116
161 Avenue Of The Americas
GEORGE HOWARD, President
RANDOLPH DREYER, General Operations Mgr.

Gadsden Paper & Supply Co.
(see Affiliated Paper Companies)

Galer & Hults, Inc. (I)
1000 S. Chapel Street
NEWARK, DE 19715
302-737-7272
CONNELL WHITMARSH, Branch Manager
TRICIA BREE, Branch Manager

Garden City Paper International
(see Ris Paper Company, Inc.)

Garrett-Buchanan Co.
(see Paper Corp. of America)

Garriga Trading Co., Inc. (P)
Munet Court #3 GPO Box 4862
SAN JUAN, PR 00936
809-781-0004
IVAN GARRIGA, President
FERNANDO MARQUES, Sales Manager

Gascon Paper Company (I)
4567 Willow Pkwy.
CUYAHOGA HEIGHTS, OH 44125-0628
216-883-2800
J. R. PIERATT, President/Chairman
DON M. GASCON, Executive Vice President
ROBERT MILMINE, Vice President
V. WILLIAM SANDERSON, Controller
DRAKE RITTENHOUSE, Sales Manager

J. P. Gasway Co., Inc. (D)
P.O. Box 2104
1113 Sixth St. SE
CEDAR RAPIDS, IA 52406-2104
319-363-3537
WILLIAM D. GASWAY, President
HARRIET A. GASWAY, Vice President
ARLENE M. FINTEL, General Manager
DONALD R. FISH, Sales Manager
R. S. LANE, Packaging Mgr.
S. S. GASWAY, Assistant Treasurer

General Paper
(see Cordage Paper)

General Paper Company (I)
P.O. Box 2596
HIGH POINT, NC 27261
919-882-6869
B. W. WHITE, President
J. S. WHITE, Vice President
R. W. FULLER, JR., Treasurer

General Paper Company (I)
P.O. Box 1367
HICKORY, NC 28601
704-327-4188
JOHN TATE, Manager

General Paper Co., Inc. (I)
P.O. Box 1829
BATON ROUGE, LA 70821
504-927-8540
FRANCES M. FISH, President
ALLYSON A. MC KAY, Vice President, General Mgr.
DENNIS GUYBAN, Secretary & Treasurer

General Paper Goods Co. (D)
3530 Browns Mill Rd. S.E.
ATLANTA, GA 30354
404-763-2556
MURRAY L. FLORENCE, JR., President
ALAN E. CAMP, Vice President
KEVIN M. FLORENCE, Secretary-Treasurer

Gleason Paper Co. (P)
4305 Oneida Street
DENVER, CO 80216
303-388-4872
JAMES I. GLEASON, President

Global Paper Co. (I)
57 Romanelli Ave.
SO. HACKENSACK, NJ 07606
201-343-3902
TED STRUHL, Vice President

Globe Bag Company, Inc.
134 Tudor St.
617-268-2375
SOUTH BOSTON, MA 02127
E. GOLDENBERG, President
MARK GOLDENBERG, Sales Manager

Goodwin-Robbins Paper Co., Inc. (D)
84 New Salem Street
LACONIA, NH 03247
603-524-0502
DAVID P. ROBBINS, President & Treasurer
CECILE WALDRON, Comptroller
PETER ROBBINS, Vice President

Gordon Paper Company, Inc. (I)
P.O. Box 1806
NORFOLK, VA 23501
804-464-3581
TAVIA F. GORDON, President
DANIEL GORDON, Treasurer

Gordon's Wholesale
(see Fort Smith Paper Co.)

Gould Paper Corp. (D)
315 Park Ave. South
NEW YORK, NY 10010
212-505-1000
HARRY E. GOULD, JR., Chairman Of The Board & Pres.
D. J. LALA, Executive Vice President
PETER J. GOULD, Senior Vice President
ROBERT ANDERSON, Exec. Vice Pres./Gen. Sales M.
JOSEPH A. BERGMAN, Vice President & Controller
JERRY MUTCHNICK, Vice President & Credit Mgr.
MICHAEL PEARL, Vice President, Admin. Op. & Sec.
RICHARD IRWIN, Sr. Sales VP & Gen. Mgr. Pub. Div.
ALVIN GOLDFARB, Sales Sr. Vice President

ASTORIA, NY 11102 (D)
718-728-8422
26-15 4th Street
ROBERT VALENTINO, Manager

DALLAS, TX 75204 (D)
214-871-9501
3003 Carlisle Ave.
BILL CRISLER, Sales Senior Vice President

Olympic Paper Co., Inc. (D)
NEW YORK, NY 10010
212-505-1000
315 Park Avenue South
ABRAHAM SIEGEL, Sales Vice President
MORT EISENBERG, Sales Vice President
RICHARD GREENEBAUM, Sales Vice President
GARY ZIPPER, Sales Manager

Majestic Paper Corp. (D)
NEW YORK, NY 10010
212-505-1000
315 Park Ave. South
MARION HINDENBERG, Sales Sr. Vice President
JOHN PETRUCELLI, Sales Sr. Vice President

Aldine Technologies, Inc. (D)
NEW YORK, NY 10010
212-505-1000
315 Park Ave. South
PETER J. GOULD, President
GUY B. WHEELER, III, Executive Vice President
KEITH M. SCHONBRUN, Vice President

Carlyle Paper Company, NY (D)
NEW YORK, NY 10010
212-505-1000
315 Park Ave. South
PETER J. GOULD, President

Clifford-Gould Paper Corp. (D)
NEW YORK, NY 10165
212-972-2440
60 East 42nd Street
JOHN P. CLIFFORD, President

Clifford-Gould/Wade Paper Corp.
BANNOCKBURN, IL 60015
312-940-9777
2345 Waukegan Rd.
Suite N-190
KEVIN P. WADE, President
JOHN P. CLIFFORD, Executive Vice President.

Graco Paper Co., Inc. (I)
P.O. Box 381776
MIAMI, FL 33138
305-836-1400
HAROLD GRANOFF, Chairman Of The Board
ROBERT I. GRANOFF, President
JEFFREY GRANOFF, Vice President
EVE BRENNAN, Controller
DAVID SOHANEY, Sales Manager

Grant Paper Co. (P)
25 McKean Street
PHILADELPHIA, PA 19148
215-336-0500
DAVID ROITMAN, President
HARVEY ROITMAN, Treasurer

Graphic Papers, Inc. (P)
2101 Poydras
NEW ORLEANS, LA 70112
504-525-5686
EARL A. SPINDEL, President
E. RUSTY SPINDEL, Vice President
CRAIG M. SPINDEL, Vice President
ELIZABETH M. SPINDEL, Treasurer
LISA A. SPINDEL THOMPSON, Vice President

Grayco Products Corp. (I)
120 New York Ave.
WESTBURY, NY 11590
516-997-9200
HERBERT GINSBERG, President
STEPHEN GINSBERG, Vice President
BARRY GINSBERG, Operations Manager
DAVID GINSBERG, Sales Trainer

Great Atlantic Paper Pkg. Corp. (I)
P.O. Box 341
Times Plaza Station
BROOKLYN, NY 11217
ALVIN ROTHKOPF, Chairman

ALAN SNEIDER, President
RUTH CASEY, Vice President

Great Western
(see Burlington Paper Co.)

Greenberg Corp., Inc. (I)
1300 Thorndale Ave.
ELK GROVE VILLAGE, IL 60007
312-595-8990
EDWIN GREENBERG, President
ROBERT MATAS, Vice President
HARVEY BLATT, Sales Manager

E. Greene & Company
(see Bunzl Corp.)

Greenson Paper Co., Inc. (I)
P.O. Box 2133r
MORRISTOWN, NJ 07960
201-538-0100
A. GREENGOS, Chairman Of The Board
K. GREENGOS, President
L. GREENGOS, Vice President

Greto Corporation (D)
411 N. Central Avenue
LIMA, OH 45801
419-229-0014
RICHARD M. TOTH, President

Grifo (FRANCE) (I)
Z.I. du Vert Galant-B.P. 721
Saint-Ouen L'Aumone
F-95004 Cergy Pontoise Cedex
30-37-92-35
JACQUES LEJEUNE, Chairman
PATRICE BOURGEOIS, President & Chief Exec. Officer

John Groves Co. (I)
412 E. 8th Ave.
HOMESTEAD, PA 15120
412-462-7900
RENEE GROVES LEONARD, President
WALTER F. LEONARD, Vice President
RAYMOND CURLEY, Sales Manager

Guardian Paper Corp. (P)
622 Scott Blvd.
COVINGTON, KY 41011
606-491-3911
JEFFREY L. SCHULER, President
RUTH M. SCHULER, Vice President

Gulfport Paper Co., Inc. (I)
3019 15th Street
GULFPORT, MS 39501
601-863-8031
W. C. BOEHMER, Chairman Of The Board
RICHARD H. BOEHMER, President

Gummed Papers of America, Inc. (P)
1001 W. Van Buren Street
CHICAGO, IL 60607
312-243-6860
DAVID M. COHN, President
ARLYNE DRUCKMAN, Treasurer/ Controller
DENNIS A. CORRADO, Vice President & General Manager
RUSS MAKI, Sales Manager

Halls Canada Paper (P)
46 Hollinger Rd.
TORONTO, ONTARIO
M4B 3G5, CANADA
416-751-3314
D. TREVELYAN, General Manager
F. KERR, Sales Manager
C. BOUCHARD, Operations Manager

Hammermill Distribution Group (D)
1540 East Lake Road
ERIE, PA 16533
814-456-8811
RICHARD A. REEVES, Vice President
FREDERICK J. STABBERT, Director, Business Develop.
DENNIS G. WILLIAMS, Business Systems Manager
(See/Carter/Rice, CDA Distributors, The Dowd Co., Western Paper Co.)

Harco Paper Co. (I)
1122 Street Road
SOUTHAMPTON, PA 18966
215-357-5445
HARRY COMER, President
ANITA COMER, Treasurer

Harlem Paper Products Corp. (I)
515 Truxton Street
BRONX, NY 10474
212-542-3500
BERNARD MARSH, President
MARTIN MARSH, Vice President
RAYMOND J. KOHN, Treasurer
JOSEPH UROW, Comptroller
DAVID WARREN, Operational Manager

Harrisburg Paper Company
(see CDA Distributors)

Haseldonckx (D)
Breker, 40
B. 1703 Kobbegem
BELGIUM
32-452-8755
J. Pais, Adm.

Hathaway Paper Co. (I)
P.O. Box 1618
WAYNESBORO, VA 22980
703-949-8285
CURTIS H. HATHAWAY, President
STEPHANIE A. HATHAWAY, Vice President
LAURIE D. THACKER, Operations Manager

Havill. T., Inc. (D)
11970 Albert Hudon Blvd.
MONTREAL NORTH, QUEBEC
H1G 3K3 CANADA
514-321-8820
RICK HAVILL, President
ROB HAVILL, Vice President
ANDRE JUTEAU, Printing/Sales Manager
JEAN GUY PALIN, Inplant/Sales Manager
MIKE SCAMMELL, Controller
BEN BEAULIEU, Warehouse Manager

Hearn Paper Co. (I)
P.O. Box 2493
YOUNGSTOWN, OH 44509
216-792-6533
J. E. BAKALIK, President
LAWRENCE J. ORTZ, Vice President
BRYAN K. REED, Treasurer
GABRIEL COVAS, Vice President

Heller & Usdan, Inc. (D)
7 Caesar Place
MOONACHIE, NJ 07074
201-933-8100
MARTIN J. USDAN, President
N. H. USDAN, Executive Vice President
RALPH J. WINARD, Vice President
LAWRENCE KUSIK, Vice President
ERIC KIRCH, Vice President
DON MALCUIT, Vice President

Henley Paper Company (D)
P.O. Box 20408
GREENSBORO, NC 27420
919-668-0081
NIXON C. HENLEY, President & CEO
A. B. HENLEY, JR., Chairman of the Board
CHARLES G. KENNEDY, Treasurer
CHARLES I. ALLRED, Executive Vice President
O. MC MULLAN, Vice President
PEYTON N. SHANER, Executive Vice President

CHARLOTTE, NC. 28217 (D)
704-588-1400
P.O. Box 7006
JAMES SHELTON, Sales Mgr. Printing
HUBERT N. HELMS, Operations Manager
LEE HOSTETLER, Division Manger

SKYLAND, NC 28776 (D)
704-684-1332
P.O. Box 1040
MICHAEL SKRZYNSKI, Division Manager

HICKORY, NC 28601 (D)
704-328-1686
P.O. Box 2303
MICHAEL CLAPP, Division Manager

TAYLORS, SC 29687 (D)
803-268-7750
P.O. Box 775
LYLE CHAMPION, Division Manager

RALEIGH, NC. 27619 (D)
919-872-8110
P.O. Box 18365
DAVID K. HOCKENBERRY, Division Manager

HIGH POINT, NC 27261 (D)
919-887-2637
P.O. Box 2673
RON FLORENCE, Branch Manager

GREENSBORO, NC 27409 (D)
919-668-0081
P.O. Box 20408
CHARLES A. COLLINS, Division Manager
ALAN ATWELL, Sales Manager
PAUL SECHRIST, Operations Manager

Heritage Paper Company, Inc. (I)
JACKSONVILLE, FL 32241
904-737-6603
P.O. Box 23517
ROBERT F. PURSER, President
JOHN A. H. MURPHREE, Vice President
JOHN H. BUCKNER, Vice President
SAMUEL C. POLK, Vice President

JACKSONVILLE, FL 32217
904-737-6603
4011 Morton Street
ROBERT F. PURSER, JR. Vice Pres./ Gen. Mgr.

ORLANDO, FL 32858
305-293-1110
P.O. Box 15098
JOHN P. PURSER III, Vice President, General Manager

TAMPA, FL 33605
813-248-3330
4757 Distribution Drive
JAMES S. KING, Vice President

Coleman Paper Company, Inc. (I)
VIDALIA, GA 30474
912-537-9231
P.O. Box 1045
SAMUEL C. POLK, Vice President

St. Lucie Chemical & Supply-Div. (I)
STUART, FL 33494
2885 S.E. Jefferson Street
RONALD W. ANDERSON, Vice President/General Manager

Herrington Paper Co. (P)
4880 Hills & Dales Road N.W.
CANTON, OH 44708
216-477-3411
RONALD D. CULLEN, President
JOSEPH R. CULLEN, Vice President
PEARL BORING, General Manager

H

Hershey Paper Company (I)
P.O. Box 4247
LANCASTER, PA 17604
717-285-3151
CHARLES H. MILLER, President
STEPHEN H. MILLER, Vice President

R. L. Hess Co. (I)
P.O. Box 1006
NEENAH, WI 54956
414-722-6500
RICHARD L. HESS, President
SUSAN H. HESS, Vice President

Hill & Markes, Inc. (I)
Edson St.
AMSTERDAM, NY 12010
518-842-2410
NEAL PACKER, Vice President
HARRIET FINKLE, President
JEFFREY FINKLE, Vice President

Hobson Miller Paper Co. (P)
30-10 Starr Avenue
LONG ISLAND CITY, NY 11101
212-937-6153
ROBERT F. LUONGO, V.P. Purchasing

Holmberg Co., Inc. (P)
14903 Deveau Pl.
MINNETONKA, MN 55345-2126
612-559-4707
ALBERT HOLMBERG, CEO
THOMAS HOLMBERG, President

Hope Dispensing Systems (I)
207 Buffalo Street
MILWAUKEE, WI 53202
414-271-2933
SAMUEL N. HOPE, President

Horn Corp. (I)
P.O. Box 190
AYER, MA 01432
617-772-0290
G. ARTHUR HORN, Chairman
ROBERT H. LANG, JR., President
JOHN A. HAUGHN, Vice President/ Treasurer
NORBERT V. REARDON, III, Vice President/Sales & Marktg.
HARRY G. GILLIS, Vice President/ Operations

WALLINGFORD, CT 06492 (I)
203-237-2366
34 Capital Drive
MARK R. WATKINS, Marketing Manager
PATRICK S. BONNELL, Operations Manager
MARTIN BALDWIN, Sanitary Mtns. Sales

Horwitz Paper & Packaging Co. (D)
P.O. Box 866
625 Philo Road West
ELMIRA, NY 14902
607-739-3666
ROBERT K. WATKINS, President
OSCAR F. MAYES, JR., Vice President

Hubbs & Howe Co., Inc. (D)
2200 Harlem Road
BUFFALO, NY 14225
716-895-7900
FRANKLYN F. SCHAFER, President
WILLIAM H. BIRKMAYR, Chairman of the Board
ROGER J. HAHN, Sales Manager

ROCHESTER, NY 14603 (D)
716-254-7070
P.O. Box 1332
WILLIAM S. AVERY, Vice President

Miller Paper Co. Division (D)
SYRACUSE, NY 13206
315-437-8544
101 Danzig Street
JOSEPH R. BURG, Vice President

Hudson City Paper Co., Inc. (P)
12 York Avenue
W. CALDWELL, NJ 07007-0957
201-226-1811
KENT WESTHELLE, President
ROBERT WESTHELLE, Vice President
ARNOLD CHAPEL, Vice President
STEVEN WETZEL, General Manager
CARL WESTHELLE, Treasurer

Hudson Distributing
(see Colonial Paper Co.)

Hudson Paper Co., Inc. (The)
1341 W. Broad St.
STRATFORD, CT 06497
203-324-6135
MILTON WILK, President

Hudson Valley Paper Co. (P)
P.O. Box 1988
ALBANY, NY 12201-1988
518-436-8481
SYDNEY T. JONES, III, President
BEN GIAGNI, Vice President
R. DONALD BECKLEY, Controller
JOSEPH TIERNEY, Customer Service Manager
DAVID MANONI, Inventory Manager

WILLISTON, VT 05495 (P)
802-862-4289
Avenue C
Griswold Industrial Park
WILLIAM DUNN, Branch Manager

ENDWELL, NY 13760 (P)
607-748-7315
107 Brink Street
SAMUEL BIONDOLILLO, Branch Manager

Hull Paper Company (P)
100 South Clinton Street
DAYTON, OH 45402
513-228-7154
ROBERT K. HULL, President
GERALD R. CALLAHAN, Vice President

COLUMBUS, OH 43229 (P)
614-846-3485
6999 Huntley Road
JOHN F. STREIT, Vice President

Hunter Paper Co. (D)
220 Coster Street
BRONX, NY 10474
212-893-1200
JOEL KAPLOWITZ, President
MICHAEL KAPLOWITZ, Vice President

Huntsville Paper Company (I)
P.O. Box 3368
HUNTSVILLE, AL 35810
205-539-7452
FERRELL KEEN, Vice President

Hy-Grade Distributors, Inc. (I)
574 Main Street
TONAWANDA, NY 14150
716-695-3960
AVROM P. STERMAN, President
SAMUEL C. GIANGRECO, Chairman
JOSEPH M. FRAWLEY, Vice President
JOHN J. CALLEA, General Manager
MICHAEL P. PRZESTAWSKI, Controller
JAMES STERMAN, Sales Manager
PAUL GIANGRECO, Vice President Sales
DOUGLAS MARSHALL, Vice President Specialty Ad Div.

I Supply Co. (I)
1255 Spangler Rd.
P.O. Box 1739
FAIRBORN, OH 45324
513-323-4904
GERALD PARISI, President
GARY LATHAM, Executive Vice President
ANITA BOSHEARS, Treasurer
PAUL SLAGLE, Sales Manager

Image Supply Inc. (I)
2114 N. Cedar Street
LUMBERTON, NC 23858
919-738-1166
DAVID L. EDGE, President
DONALD P. SMITH, Sales Manager
RONALD BARBER, Treasurer

Imperial Bag And Paper Co., Inc. (I)
1390 Spofford Ave.
BRONX, NY 10474
212-542-1100
DAVID KATZ, Chairman
MICHAEL NASH, President
STEPHEN NASH, Executive Vice President
GERALD SOLOMON, Vice President

Impressions Paper and Supply Corp.
(see WWF Paper Corp.)

Industrial Paper Corp. (I)
5020 Bakers Ferry Road S.W.
ATLANTA, GA 30336
404-691-9560
JACK LICHTENSTEIN, Chairman Of The Board
MARK LICHTENSTEIN, President
ELSIE LICHTENSTEIN, Vice President

Industrial Wiper Supply (I)
P.O. Box 195
CHELSEA, MA 02150
617-884-5550
EDWARD J. CALLAHAN, President
DENNIS J. MC GURK, Vice President

Information Processing Supplies (P)
Azerty Div.
135 Pineview Drive
NO. TONOWANDA, NY 14150
716-694-2543
BILL DUEGER, Manager

Ingalls Cronin Co.
(see Carter Rice)

Ingram Paper Company (D)
P.O. Box 911233
COMMERCE, CA 90091
213-723-6151
DONALD C. INGRAM, President
JOHN C. INGRAM, Vice President
JAMES G. O'DONNELL, Vice President Printing Paper
EVERETT F. SANBORN, Manager Industrial Paper
JAMES G. INGRAM, Secretary-Treasurer
GENIE ACOSTA, Corporate Accounting Mgr.

Inlander-Steindler Paper Co. (D)
2100 Devon Avenue
ELK GROVE VILLAGE, IL 60007
312-952-2000
HERBERT C. ALTHOLZ, Chairman of the Board
THOMAS I. ALTHOLZ, President
JAMES F. KERCH, Vice President
RONALD G. HILTON, Vice President, Finance & Admin.
RICHARD A. MIGNANO, Vice President/Sales & Marketing
KEITH J. SHEPARD, Corporate Marketing Mgr.

MARK E. GIANNESCHI, Corporate Marketing Manager
TIMOTHY J. LAWS, Corporate Operations Manager

ELK GROVE VILLAGE, IL 60007 (D)
312-952-2000
2100 Devon Avenue
RICHARD A. MILGNANO, Branch Manager
KURT J. PIETSCH, Operations Manager

SOUTH BELOIT, IL 61080 (D)
815-389-3721
5466 Rockton Road
JAMES F. KERCH, Branch Manager
TERRY A. LARSON, Operations Manager

MILAN, IL 61264 (D)
309-787-7905
912 East 8th
THOMAS A. NUSBAUM, Branch Manager
MICHAEL J. DAFFARA, Operations Manager

MENOMONEE FALLS, WI 53051 (D)
414-783-3000
W134 N5373 Campbell Drive
RICHARD F. BARTMAN, Branch Manager
DAVID M. ONDRACEK, Operations Manager

SOUTH BEND, IN 46614 (D)
219-291-7412
915 West Ireland Road
KENT A. DENNIS, Branch Manager
ROBERT C. WINENGER, Operations Mgr.

GRIFFITH, IN 46319 (D)
219-972-1747
P.O. Box 718
KENT A. DENNIS, Branch Manager

MADISON, WI 53716 (D)
608-222-4122
1250 Femrite Drive
JAMES F. KERCH, Branch Manager

Inter-City Paper Company (P)

P.O. Box 64571
ST. PAUL, MN 55164
612-228-1234
WILLIAM LAUGHLIN, President & Chief Executive
KENNETH F. LUKASKA, Executive Vice President
LA MAR LUNDELL, Vice President
CHUCK BELLAND, Vice President & Treasurer
JOHN HALLBERG JONES, Vice President & Manager
GREGORY W. JOHNSON, Vice President & Manager

Inter City Papers Ltd. (P)

58 Tamarisk Lane
DEERFIELD, IL 60015
MEL KAHN, Vice President Corp. Div.

Inter City Papers Limited (D)

150 Clement Street
LASALLE, QUEBEC
H8R 3W1, CANADA
514-365-7231
JEFF CHIPMAN, President & C.E.O.
H. HILDEBRAND, President, Price Daxion Ind. Merchants Div.
Y. MONTMARQUETTE, President, Canadian Printing Papers Div.
C. E. RANDALL, Vice President, Finance
R. BRYAN, Vice President, Info. Process Svcs.
P. BLACKFORD, Vice President, Info. Processing Supplies
MS. C. DICKSON, Vice President, Human Resources
K. I. GORDON, President, Price Wilson, Inc., Converted Prod. Div.
MS. L. LALONDE, Corp. Education Specialist

MISSISSAUGA, ONTARIO L5A 3S7 (P)
416-276-8400
P.O. Box 3050 Sta. A
S. BROWN, Div. Vice President & General Mgr.
L. PARK, Vice President

LONDON, ONTARIO N6A 4E3 (P)
519-686-5681
1505 Sise Road
W. THOMPSON, Branch Manager

WINNIPEG, MANITOBA R2X 2X9 (P)
204-632-0852
1453 Church Avenue
W. LANIUK, Branch Manager

RICHMOND, B.C. V6X 1X5 (P)
5440 Holly Bridge Way
P. PURCELL, Branch Manager
J. C. MC CORMACK, Marketing Manager

Lauzier Little Inc. (P)
LASALLE, QUEBEC H8R 3W1
514-367-3111
150 Clement St.
Y. MONTMARQUETTE, President
ALBERT BROCHUR, Merchandising Manager
JEAN-PIERRE RENAUD, Sales Director

QUEBEC, QUEBEC G1N 2E5 (P)
418-681-4195
1990 Boul. Charest Quest
A. JUNEAU, Branch Manager

Plastic Packaging Services (P)
MISSISSAUGA, ONTARIO L4V 1K3
416-673-0023
6525 Northwest Drive

ST. LAURENT, QUEBEC H8R 1R2 (P)
514-334-6210
3737D Cote Vertu
L. JULIEN, Market Manager

Price Daxion (D)
ST. LAURENT, QUEBEC H4R 1R2
514-631-7332
3737 D Cote Vertu
G. T. WHALEN, Vice President, Eastern Region

SCARBOROUGH, ONTARIO
M1I 2M6 (D)
416-755-2281
1980 Eglinton Avenue East
G. V. SCOTT, Branch Manager
M. A. LAVECK, Branch Manager

DARTMOUTH, NOVA SCOTIA
B3B 1P9 (D)
902-463-0991
10 Vidito Drive
M. A. LAVECK, Branch Manager
M. F. MC GRATH, Operations Manager

ST. FOY, QUEBEC G1P 3S4 (D)
418-658-0447
2800 Dalton Street
P. L. VEZINA, Branch Manager
J. PLAMONDON, Manager Sales/ Operation

ST. JOHNS, NEWFOUNDLAND (P)
709-722-5216
48 Clyde Ave.
R. LAMB, Branch Manager

WINNIPEG, MANITOBA R3H 0E9 (D)
204-774-2591
1760 Wellington Avenue
D. R. FRENZ, Vice President
J. A. GECHEL, Marketing Manager

WINNIPEG MANITOBA R0H 0E9 (D)
204-774-2591
1760 Wellington Avenue
G. HOLOWKO, Sales Manager
E. CHMELNICKI, Sales Manager

CALGARY, ALBERTA (D)
403-243-4677
4661 54th St. S.E.
M. P. NOWACK, Branch Manager
C. CONWAY, Sales Manager
J. L. KOLIDA, Branch Manager

EDMONTON, ALBERTA T5M 3X6 (D)
403-451-6655
16824—114th Avenue
M. MAYER, Branch Manager
J. MEAKIN, Sales Manager
P. BUTLER, Sales Manager

REGINA, SASKATCHEWAN
S4P 3B2 (D)
306-949-3711
1445 Pettigrew Ave.
D. N. BOUGHER, Branch Manager

SASKATOON, SASKATCHEWAN
S7H 0Y0 (D)
306-931-8444
304 Edson Street, Sub 18
K. B. MAC NEILY, Sales Manager

THUNDER BAY, ONTARIO
P7B 5N2 (D)
807-622-5375
3—1112 Russell Street
J. FORSHAW, Sales Manager

NETHBRIDGE, ALBERTA
T1H 5G5 (D)
403-327-5731
803 30 St. N/Bay #1 Richfield Ctr.
J. ELDER, Sales Manager

RICHMOND, BRITISH COLUMBIA
V7C 4N3 (D)
604-278-7726
5440 Hollybridge Way
B. JOHNSON, VP Western Region
B. SMITH, Sales Manager
W. A. HARDER, Sales Manager
J. B. BECK, Sales Manager
A. J. WEATHERHEAD, Sales & Operations Manager
A. B. MURDOCH, Branch Manager

OTTAWA, ONTARIO K1B 3V7 (D)
613-745-7019
2574 Sheffield Road
J. BARR, Branch Manager
M. MEREWEATHER, Sales Manager

SCARBOROUGH, ONTARIO
M1L 2M6 (D)
416-755-2281
1980 Eglinton Avenue East
G. A. SCOTT, Branch Manager
S. A. ROUSELL, Sales Manager
G. CHARRON, Sales Manager

LONDON, ONTARIO N5V 1Z5 (D)
519-452-1500
531 First Street
G. V. SCOTT, Branch Manager
J. M. VELLA, Sales Manager & Operations

MISSISSAUGA, ONTARIO L4V 1K3 (P)
416-678-2210
6525 Northwest Drive
H. HILDEBRAND, President

OTTAWA, ONTARIO (P)
613-745-7019
1250 Leeds, Ave.
L. J. WEATHERDON, Branch Manager

MISSISSAUGA, ONTARIO L4V 1K3 (P)
416-678-2210
6525 Northwest Drive
D. RUBINO, Vice President Central Region

LONDON, ONTARIO (P)
519-681-0100
839 Highbury Ave.
P. PECOSKIE, Branch Manager

WINNIPEG, MANITOBA R3G 3H3 (P)
204-786-8845
850 Empress Street
S. PITKIN, Branch Manager

EDMONTON, ALBERTA T5M 3X6 (P)
403-452-7570
16824-114 Ave.
B. JOHNSON, Vice President

CALGARY, ALBERTA (P)
403-279-1990
4661 54th St. S.E.
J. L. KOLIDA, Branch Manager

ST. LAURENT, QUEBEC H4R 1R2 (P)
514-334-6210
3737D Cote Vertu
G. WHALEN, Vice President Eastern Region
Y. GIRARD, Branch Manager

DUBERGER, QUEBEC G1N 4A4 (P)
418-683-2256
1485 Rue Provinciale

MONCTON, N.B. E1E 1C8 (P)
506-857-8837
290 Baig Blvd.
R. BOUDREAU, Branch Manager

SAANICHTON, B.C. V0S 1M0 (P)
604-652-3977
6858 Veyaness Rd.
R. J. CRAVEN, Branch Manager

LACHINE, QUEBEC (P)
514-364-2866
1730 55th Ave.
D. R. MACRAE, Manager

LACHUTE, QUEBEC J8H 3X5 (P)
514-562-8585
115 Princess Street
C. R. RHEAUME, Plant Manager

DARTMOUTH, N.S. B3B 1P9 (P)
902-463-0991
10 Vidito Dr.
M. LAVECK, Branch Manager

The Paper Centre (P)
MISSISSAUGA, ONTARIO L4W LE3
5170 Dixie Road, Unit 2
T. BELLMARE, Manager

TORONTO, ONTARIO M5V LP7 (P)
416-593-6100
299 Adelaide West
E. BAUGHAN, Manager

Whyte Hooke Papers
RICHMOND HILL, ONTARIO L4B 1A4
416-731-1817
50 East Wilmot St.
J. HENRY, Corporate Vice President
D. MILLER, Sales Manager

Interstate Wrapping Products (I)
2575 Lemoyne
MELROSE PARK, IL 60160
312-344-9807
TENNY NATKIN, President
HERBERT S. NATKIN, Vice President

Iowa Paper Company (D)
P.O. Box 2128
WATERLOO, IA 50704
319-234-6805
ANTHONY R. KUPRIS, Chairman Of The Board
JERRY L. KUPRIS, President & Treasurer
LINDA O. KUPRIS, Vice President & Secretary
DUANE MANDERFIELD, Controller
DAVIS SCHROEDER, Sales Manager/ Fine Papers
C. COOPER TAYLOR, Sales Manager Industrial Paper
STAN PATENNI, Sales Manager, Tapes & Pkg.
TOM MC CUNNIFF, Sales Manager Copier Papers

Iowa Retail Packaging Corp. (I)
1105 Maple Street
W. DES MOINES, IA 50265
515-223-1150
PETER DICKINSON, President
TOM DICKINSON, General Manager

Iroquois Paper Co. (I)
2220 West 56th Street
CHICAGO, IL 60636-1099
312-436-7000
MARVIN B. GORDON, Chief Executive Officer
ALAN R. GORDON, President & General Manager
RALPH A. SELLE, Vice President
JAMES F. BRACE, Vice President

Irwin Paper Co.
(see Distribix, Inc.)

J B Papers Inc. (P)
P.O. Box 560
UNION, NJ 07083
201-964-4500
BERNARD BLOOM, Chairman & Treasurer
ABE BLOOM, Vice Chairman
JAMES ADIE, Vice President
RAPHAEL CHIMOFF, Executive Vice President
JACK N. DAVIES, Vice President
NORMAN FETTMAN, Vice President
JONATHAN O. BLOOM, President

NEW YORK, NY 10011 (P)
212-929-7810
150 5th Ave.
Suite 717
BOB WEILL, Executive Vice President

TRENTON, NJ 08610 (P)
609-896-1700
2930 South Broad Street
RAY CHIMOFF, Executive Vice President

Jackson Paper Co. (D)
P.O. Box 3020
West Jackson Station
JACKSON, MS 39207
601-352-0837
J. B. THOMPSON, JR., President
T. E. ALLEN, Vice President
C. W. BAKER, Vice President, Secretary, Treas.
B. J. GRAVES, Vice President
A. G. EDGAR JR., Vice President
JIM M. WHITE, Vice President, Manager
FRANK CUPIT, Branch Manager

Newell Paper Co. (D)
COLUMBUS, MS 39701
601-327-1467
P.O. Box 1278
J. B. THOMPSON, Chairman Of The Board
T. E. ALLEN, President
B. J. ROBINSON, Vice President, Manager
C. W. BAKER, Vice President, Secretary

MERIDIAN, MS 39302 (D)
601-693-1783
P.O. Box 631
J. B. THOMPSON, Chairman Of The Board
T. E. ALLEN, President, Manager
C. W. BAKER, Vice President

Jedco Paper Corp. (I)
P.O. Box 328
RED LION, PA 17356
717-246-1651
DAVID L. DEHOFF, President
THOMAS FURIA, Treasurer

Jersey Paper Co.
(see Bunzl Corp.)

Johnson Paper & Supply Co. (I)
806 14th Ave. N.E.
MINNEAPOLIS, MN 55413
612-333-6308
RONALD W. JOHNSON, C.E.O.

Johnson Wholesale (I)
P.O. Box 1110
PUNTA GORDA, FL 33951
813-639-2181
ROY W. JOHNSON, President
E. BROWNIE JOHNSON, Treasurer
BRIAN JOHNSON, Sales Manager

Johnston Paper & Pkg. Co., Inc. (I)
21 Allen Street
AUBURN, NY 13021
315-253-8435
MICHAEL D. MAY, Vice President
EILEEN M. MAY, President
D. KRIS MAY, Vice President
TOM LEWIS, General Manager

Jordan Paper Products Inc. (I)
P.O. Box 1289, 701 W. 23rd St.
MUNCIE, IN 47302
317-289-7121
NELSON HEINRICHS, President
DONALD WIMMER, General Manager
BOB BIC, Controller

McMurtry-Martin Papers, Inc. (D)
EVANSVILLE, IN 47732
812-422-1184
P.O. Box 3395
WAYNE R. RAY, President
NELSON HEINRICHS, Chief Executive Officer
THOMAS R. MILLS, Manager
HARRY H. WESTERMAN, Manager

Richards & Simmons, Inc. (I)
COLUMBUS, OH 43215
614-221-6748
260 E. Naghten Street
GARY COX, President
TOM SIMMONS, Sales Manager

Judd Paper Company (D)
P.O. Box 669
HOLYOKE, MA 01041
413-534-5661
WILLIAM JOLICOEUR, President, Treasurer
PATRICIA JOLICOEUR, Assistant Treasurer
ROBERT P. ANDREWS, Vice President-Sales

Kaplan Paper Co. (P)
2700 Fourth Avenue South
SEATTLE, WA 98134
206-622-8223
LEON KAPLAN, Vice President
ARVID HANSEN, General Manager
ROBB GRANGER, Operations Manager
DOUG SHELLEY, Purchasing Manager

BEAVERTON, OR 97006 (P)
503-641-9227
125 S.W. Burlington Drive
ARVID HANSEN, General Manager
STEWART NESTOR, Sales Manager

SEATTLE, WA 98134
206-622-8223
2700 Fourth Ave. South

Katzke Paper Co. (I)
2495 S. Delaware St.
DENVER, CO 80223
303-744-3546
GREGORY C. KATZKE, President
JOSEPH C. GIMBEL, Vice President

Kayboys Empire Paper Co., Inc. (I)
11 Azar Court
BALTIMORE, MD 21227
301-247-5000
HARRY KREITZER, Chairman
MYRON KREITZER, President
ALBERT KREITZER, Vice President

Kaymac Paper Company (I)
1601 Lyte Street
DALLAS, TX 75201
214-742-3171
FRANK W. TILLEY, President
BOB A. BUCHANAN, Vice President
MARY CONSTANCE BECK, Treasurer

Keene Industrial Paper Co. (I)
P.O. Box 645
KEENE, NH 03431
603-352-6405
P. A. CHAMBERLIN, President
M. I. GEORGINA, General Manager
WILLIAM R. O'MEARA, Vice President
M. T. CHAMBERLIN, Treasurer

Keldon Paper Co. (P)
1357 E. 16th Street
LOS ANGELES, CA 90021
213-746-0910
DONALD E. KELLY, President
VIRGINIA KELLY, Vice President
ED LITTLE, Treasurer

L

Kelly Paper Company (P)
1441 E. 16th Street
LOS ANGELES, CA 90021
213-749-1311
J. ARTHUR KELLY, Chairman
ROBERT CARVELL, President
WILLIAM J. CULLINANE, General Manager & Vice Pres.

Kenny Paper Company (P)
4545 James Place
MELROSE, PARK, IL 60160
312-344-4940
KENNETH J. KENNY, President

Kerr Permian (P)
1521 E. 13 Street
ODESSA, TX 79761
915-337-4046
JACKIE JORDAN, Manager

Killhour Commercial Paper Co., Inc. (D)
7825 Holstein Avenue
PHILADELPHIA, PA 19153
215-365-4004
JAMES W. BARRETT, President
RAYMOND BONINA, Executive Vice President
WILLIAM G. KILLHOUR, Vice President
MELVIN J. SCHWARTZ, Vice President
THOMAS ANDERSON, Controller

G. A. Rinn Paper Co., Inc. (P)
ALLENTOWN, PA 18001
215-435-3584
1101 N. Plymouth Street
ROBERT E. KLINE, Vice President/Sales
GEORGE MILLER, General Manager
THOMAS GOODWIN, Operations Mgr.

Killhour Commercial Paper Co. (D)
YORK, PA 17405
215-365-4004
736 Vander Ave.
DAVID HUGHES, General Manager
DAVID POLYS, Operations Manager

Kirk Paper Co. (P)
6550 E. Washington Blvd.
LOS ANGELES, CA 90040
213-685-7460
WILLIAM M. CLOSE, Chairman of the Board & C.E.O.
WALTER HOWILER, JR., Vice Chairman of the Board
PETER S. VANDERHYDEN, President
P. G. HUCKABEY, Vice President, Development
DENNIS A. BIGGS, Vice President-Sales
EUGENE H. JACOBS, Vice President Management Info. Sys.
ROBERT L. MC PHERSON, Vice President-Marketing Servs.
JOSEPH P. DUNNE, Vice President, Finance & Accounting
PAUL F. GOWER, Controller
BARRY E. MENZEL, Corp. Director of Human Resources
WAYNE W. BUSTLE, Vice President Store Operations
THOMAS J. FOY, Vice President Operations
RUSSELL T. SUN II, Dir. Corporate Planning
BEVERLY J. DAVIS, Manager, Corporate Sales
RONALD W. HANKE, Manager, Sales & Marketing
WILLIAM C. SWISHER, Controller

SAN FRANCISCO, CA 94107 (P)
415-626-8834
1400 Sixth Street
BURRELL JARVIS, Vice President

SAN DIEGO, CA 92123 (P)
619-268-3025
9737 Aero Drive
W. PETER BRINCK, Sales Manager

Knox & Schneider, Inc. (I)
914 West Superior Street
CHICAGO, IL 60622
312-666-9300
HERBERT J. DUNTON, President
NELSON THOMASSON, Senior Vice President
DAVID GOODMAN, Executive Vice President
RONALD DOHR, Vice President
JOHN MURRAY, Vice President
WILLIAM DALY, Treasurer

Koffman Products, Inc. (I)
555 Broadway
P.O. Box 1329
HAVERHILL, MA 01830
617-373-1591
HAROLD HEIFETZ, President
MITCHELL J. KOFFMAN, Vice President
ALLAN T. HEIFETZ, Vice President
JOSEPH B. KOFFMAN, Vice President/Sales Manager
DOROTHY HEIFETZ, Treasurer

Korte Paper Co., Inc. (I)
P.O. Box 11307
FORT WAYNE, IN 46857
219-424-4514
MILDRED V. ROESE, President, Treasurer
GLORIA J. NASH, Vice President
JIM N. NASH, Vice President/Sales Manager

Kranz, Inc. (I)
P.O. Box 1127
RACINE, WI 53405
414-637-9391
RALPH A. NEUBAUER, President
NEAL PELZ, Sales Manager
AL CARLETON, General Manager & Treasurer
ED TUTAS, Sales Manager

ELMHURST, IL 60126 (I)
312-626-5100
920 W. Oak Lawn Avenue
BOB POTVIN, Manager

KANKAKEE, IL 60901 (I)
815-939-1333
1265 Stanford Drive
BOB POTVIN, Manager

BROOKFIELD, WI 53005 (I)
414-783-5710
3480 N. 127th Street
DARRYL KOUTECKY, Manager

Krasny Supply Company, Inc. (I)
538 Milwaukee
CHICAGO, IL 60622
312-733-4920
IRVING NAIDITCH, President
RICHARD AMEND, Vice President
JOE LEWIS, Vice President
JAY JOHNSON, Vice President

The Label Company, Inc.
(see Bunzl Corp.)

Landsberg, Kent H., Company
(see Sunclipse, Inc.)

Lapinson Supply Co. (I)
2825 Ormes St.
PHILADELPHIA, PA 19134
215-423-7100
DONALD LAPINSON, President
MURRAY MARKS, General Manager

La Salle Paper Co. (P)
4170 Bandini Blvd.
LOS ANGELES, CA 90023
213-269-1131
ROBERT D. COLE, President
ROBERT L. QUICK, Executive Vice President
GLENN L. WENNEN, Controller
HARRY S. COLE, Treasurer
TAK KAWAHARA, Vice President/Merchandising Manager
COLIN C. CLARKE, Marketing Manager
JAMES F. BAKER, Sales Adm. Manager
CARL ROBERTS, Credit Manager
PAUL GOSNELL, General Manager, Paper Centers

LaSalle Messinger Paper Co.
(see Paper Corp. of America)

Lee Paper Company, Inc. (I)
5010 Kemper
ST. LOUIS, MO 63139
314-771-7300
LEE QUERNHEIM, President
FLOYD TADDEUCCI, Vice President
SONDA QUERNHEIM, Treasurer

Lehigh Valley Paper Company
(see Carter Rice)

Leland Paper Co. Inc. (I)
P.O. Box 2071
178 Maple St.
GLENS FALLS, NY 12801
518-792-0949
DARWIN E. LELAND, President, Treasurer
RICHARD E. LELAND, Vice President

Lemac Packaging Inc. (I)
P.O. Box 7247
ERIE, PA 16510
814-453-7652
GERALD S. LEE, President
DENNIS MC KANE, Vice President
HERB DOWN, Sales Manager
JOANNE LEE, Treasurer

Leonard Paper Company (I)
4200 East Monument Street
BALTIMORE, MD 21205
301-563-0800
CHARLES B. LEONARD, JR., President
DANIEL D. LEONARD, Executive Vice President
L. GENE CROCETTI, JR., Vice President Of Sales
ELIZABETH LEONARD CARROLL, Secretary/Treasurer
KENNETH WILLIAMS, Vice President Operations

Leslie Packaging
(see Leslie Paper)

Lesco Paper & Box Company (I)
"G" & Wyoming Avenue
PHILADELPHIA, PA 19120
215-537-0700
LESTER H. LEVIN, Chairman Of The Board
STEPHEN L. LEVIN, President
MARC P. FISHBEIN, Vice President

Leslie Paper (D)
P.O. Box 1351
MINNEAPOLIS, MN 55440
612-540-0700
JAMES H. LESLIE, Chief Executive Officer
DAREL B. ANDERSON, President
THOMAS R. JORGENSON, Vice President
HOWARD HANSON, Vice President

LENEXA, KS 66215 (P)
913-541-8181
14912 West 101st Terrace
L. L. MC MENUS, Vice President-Regional Mgr.
DONALD BOSWELL, Regional Operations Mgr.

L

DES MOINES, IA 50306 (P)
515-263-9500
Box 5108
TOM PEIFER, Vice President/Regional Mgr.
JASON GRIMES, Regional Operations Mgr.

MINNEAPOLIS, MN 55440 (P)
612-781-6611
P.O. Box 1223
H. D. HALLIWILL, VP/Regional Operation Mgr.
BARRY S. SMITH, VP/Regional Manager

DALLAS, TX 75229 (P)
214-351-6699
2830 Merrell Road
BILL MITCHELL, Vice President, Regional Mgr.

MADISON, WI 53713 (P)
608-274-4580
2823 Index Drive
JOHN HUTCHINSON, VP Regional Mgr.

Leslie Paper (P)
DES PLAINES, IL 60018
312-635-0800
444 Howard Ave.
DENNIS LA MONTAGNA, VP and Regional Mgr.
JAMES JAHAKE, VP/Operations Mgr.
WARREN KRAMER, Sales Manager

BUTLER, WI 53225
414-781-1480
12855 W. Silver Springs Dr.
JOHN HUTCHINSON, Vice President & Regional Mgr.
WILLIAM LEWANDOWSKI, Regional Operations Mgr.
OWEN PERRY, Sales & Marketing Manager

OMAHA, NB 68127
8006 J. Street

SIOUX FALLS, SD 57102
605-336-9775
111 E. 11th St.

FARGO, ND 58107
701-235-4237
P.O. Box 47

APPLETON, WI 54911
414-734-6500
2530 Everett St.

ROCKFORD, IL 61125
815-968-0203
P.O. Box 6044

ROCK ISLAND, IL 61201
309-786-7702
811 2nd Ave

Leslie Packaging (P)
ST. PAUL, MN 55112
612-636-9741
410 W. County Road D
JOHN HOFFMAN, Branch Manager

Lewmar Paper Co. (P)
25K South 31st Street
KENILWORTH CITY, NJ 07033
201-589-2800
WILLIAM L. OSTROFF, President
HAROLD BERSON, Executive Vice President
MARTIN OSTROFF, Secretary Treasurer
JEFF OSTROFF, Vice President

Liberty Paper Company (I)
a Division of J. Liberman, Co., Inc.
P.O. Box 27
BAYONNE, NJ 07002
201-823-1100
PAUL HIRSCH, President
JOEL J. FARKAS, Secretary/Treasurer

Liberty Paper & Bag Co.
(see Bunzl Corp.)

Liberty Paper Company
(see Liberman, J., Co., Inc.)

Lind Paper Co.
(see Affiliated Paper Companies)

Lindenmeyr Central
(see Lindenmeyr Paper Corp.)

Lindenmeyr National Corp.
(see Lindenmeyr Paper Corp.)

Lindenmeyr Paper Corp. (P)
53-01 Eleventh Street
LONG ISLAND CITY, NY 11101 (P)
718-392-4400
LEONARD B. SCHLOSSER, Chairman
ALFRED M. SCHLOSSER, President
DAVID H. COLE, Senior Vice President
THOMAS F. COOKE, JR., Vice President, Administration
STANLEY I. POLLARD, Vice President
MITCHELL MAKE, Comptroller
JOSEPH MILLNER, Treasurer
GEORGE C. HARRIS, Vice President & Sales Manager

EAST HARTFORD, CT 06108 (P)
203-289-6444
Box 8408 42 Rumsey Road
FORBES S. WARREN, Vice President

STONYCREEK, CT 06405 (P)
203-965-8160
28 School Street

CANTON, MA 02021 (P)
617-821-2550
320 Turnpike Street
STEPHEN O WRIGHT, Vice President
F. P. LEIST, Vice President

RUTHERFORD, NJ 07070 (P)
201-935-2900
301 Veterans Blvd.
LAWRENCE R. PASBACH, Sales Manager

PHILADELPHIA, PA 19123 (P)
215-235-9000
191 Wallace Street
JOHN F. KING, President
EDWARD W. O'DRISCOLL, Executive Vice President
THOMAS W. PRICKETTE, Sales Manager
B. ROBERT KOLBER, Manager

LANCASTER, PA 17601 (P)
717-393-2111
3041 Industry Drive
A. DALE ROHRER, Branch Manager

CHICAGO, IL 60611 (P)
312-222-1890
444 North Michigan Ave.
JAMES G. MC LAREN, Vice President

Lindenmeyr Central (P)
NEW YORK, NY 10016
212-818-9199
90 Park Ave.
ALAN W. KAVASCH, Senior Vice Fresident

Lindenmeyr National Corp. (P)
RUTHERFORD, NJ 07070
800-523-3270
301 Veterans Blvd.
ALFRED SCHLOSSER, President
C. MITCHELL PENNINGTON, Vice President

PHILADELPHIA, PA 19123 (P)
215-235-9000
191 Wallace St.
C. MITCHELL PENNINGTON, Vice President

Little Rock Paper Co. (D)
P.O. Box 9570
LITTLE ROCK, AR 72219
501-565-8421
LAWRENCE R. MOFFETT, President
HARRY E. AMBROSE, Vice President
JERRY DUNN, Accounting Dept. Mgr.
HAROLD LIND, Sales Manager Industrial Paper
GREGORY B. MOFFETT, Dir. of Purchasing
LOU CRAWLEY, Office Manager

Louisville/Southeastern Paper
(see Distribix, Inc.)

Lowe Packaging Services, Inc. (I)
2215 29th Street S.E. #A-1
GRAND RAPIDS, MI 49508
616-243-4445
JOHN W. LOWE, President
KATHLEEN B. LOWE, Vice President

Lyons & Morrison Paper Co.
(see WWF Paper Corp.)

MacCollum Paper Company (P)
P.O. Box 33220
INDIANAPOLIS, IN 46203
317-787-8291
MARTIN W. MACCOLLUM, President
HARRY K. MCDANIEL, Executive Vice President
DAVID E. GARR, Vice President/Oper

MacKinnon Paper Company Inc. (P)
P.O. Box 12
MOBILE, AL 36601
205-666-8175
LADALTON HARBOUR, Vice President

Mac-Pak
(see Bunzl Corp.)

Mac Papers, Inc. (P)
3350 Phillips Highway
P.O. Box 5369
JACKSONVILLE, FL 32207
904-396-5312
FRANK S. MCGEHEE, President
THOMAS R. MCGEHEE, Chairman of The Board
HERMAN A. GRIFFIN, Executive Vice President
JERRY SHANE, Vice President-Purchasing
F. SUTTON MCGEHEE, Vice President
DAVID S. MCGEHEE, Vice President
JEFF ASHCRAFT, Vice President
PAT PATTERSON, Vice President Finance
BILL DUPREE, Treasurer

ATLANTA, GA 30336 (P)
404-691-2255
P.O. Box 43506
JERRY LEE, General Manager
STEVE BETHEA, Sales Manager

COLUMBUS, GA 31902 (P)
404-324-3668
P.O. Box 1280
Manager

JACKSONVILLE, FL 32207 (P)
904-396-5312
P.O. Box 5369
BILL HARRIS, Manager

M

MIAMI, FL 33169 (P)
305-624-8561
P.O. Box 6903580-Norland Br
ED MCGRAW, Sales Manager
CARL GRIFFIN, General Manager

ORLANDO, FL 32809 (P)
305-855-0070
P.O. Box 13115a
GEORGE KIRBY, Manager

TALLAHASSEE, FL 32304 (P)
904-576-1121
P.O. Box 2725
EARL BOORTZ, Manager

TAMPA, FL 33619 (P)
813-247-3461

TAMPA, FL 33619 (P)
813-247-3461
P.O. Box 5657
DAVE MILLEMAN, General Manager
JIMMIE HAMMITT, Sales Manager

BIRMINGHAM, AL 35233 (P)
205-251-3121
P.O.Box 2422
PHIL YONGE, Manager

MONTGOMERY, AL 36104 (P)
205-263-0581
520 Air Base Blvd.
REX SMITH, Manager

GREENVILLE, SC 29606 (P)
803-271-8830
P.O. Box 5128-Sta. B
DONNIE BROOKS, Manager

FORT MILL, SC 29715 (P)
803-548-1400
148 Flint Hill Road
Box 747
PETE ROUNDS, Branch Manager

Magnolia Paper & Janitor Supply (I)
4871 Summer Ave.
MEMPHIS, TN 38122
901-683-5796
CHARLES E. MCCOMMON, Vice President
SUSAN L. PANNELL, Treasurer
WILLIAM T. MCDOWELL, Sales Manager

Majestic Paper Corp.
(see Gould Paper Corp.)

Manatee Paper Company (I)
905 Manatee Avenue East
BRADENTON, FL 33508
813-748-0484
J. W. ELLERBEE, President
BEVERLY F. ELLERBEE, Treasurer
BARBARA OLSON, Vice President Purchasing

Manchester Paper Supply Co.
(see Carter Rice)

Mandler Paper Co. (I)
80 Evergreen Ave.
BROOKLYN, NY 11206
718-919-5000
STEWART A. MANDLER, President

Manslo Supply Corp. (I)
90 Grove Avenue
NEW ROCHELLE, NY 10801
914-636-5072
SAUL OGMAN, President

Marfred Industries (I)
12708 Branford Street
P.O. Box 2048
SUN VALLEY, CA 91353-2048
818-896-0550
MARVIN FENSTER, President
FRED FENSTER, Treasurer
JERRY WEISSMAN, Vice President
JOHN STEELE, General Sales Manager
DENIS SHILLAN, Senior VP/Dir. of ReDistrib. Sales

LAKEVIEW TERRACE, CA 91342 (I)
818-896-3449
12450 Foothill Boulevard
BARRY RIDEL, Acting General Manager

NO. HOLLYWOOD, CA 91605 (I)
818-765-5015
12323 Sherman Way
BILL GROSSMAN, General Manager

BUENA PARK, CA 90620 (I)
714-739-5734
7700 Orangethrope Ave #9
SAM GIESY, Sales Manager

Marking Development Corp. (I)
467 Mundet Pl.
HILLSIDE, NJ 07205
201-688-3400
ELLIOT KALLEN, President
LILY KALLEN, Vice President

Marks Paper Company (P)
1801 L & A Road
METAIRIE, LA 70001
504-832-1801
ALAN H. ROSENBLOOM, President
SAM A. MARKS, Chairman Of The Board
ALLEN MARKS, Executive Vice President

Marquardt & Company
(see Central Paper of NJ)

Marvin Envelope and Paper Co. (P)
2040 West North Avenue
CHICAGO, IL 60647
312-489-3300
SAMUEL S. CAPLAN, Chairman Of The Board
GORDON M. CAPLAN, President
JAY SHAPIRO, General Manager
JOE WALLER, Sales Manager

AAA Papers (P)
CHICAGO, IL 60647
312-489-3300
2048 W. North Avenue

Matera Paper Company (I)
P.O. Box 200184
SAN ANTONIO, TX 78220-0184
512-337-8430
JOHN RICHARDSON, Vice President
J. B. STEVENS, Vice President
JOHN RICHARDSON, Vice President/ General Manager
V. J. MOORE, Vice President, Merchandising

ODESSA, TX 79761 (I)
915-332-9035
2365 Production
RAY OWSLEY, Branch Manager

ABILENE, TX 79602 (I)
915-677-2943
101 Oak Street
FRANK DEVASTO, Branch Manager
LLOYD ROBERTS, Sales Manager

AUSTIN, TX 78704 (I)
512-443-1999
403 E. Ben White
JOHN RICHARDSON, Manager

Matthias Paper Corp. (D)
P.O. Box 278
YEADON, PA 19050
215-284-2211
CHARLES A. DANDO, Executive Vice President
JOHN R. MATTHIAS, President
KIRBY J. SCOTT, Treasurer
WARREN W. STORCK, General Manager

WESTFIELD, MA 01085 (D)
413-568-9070
90 Elm Street
PHILIP K. O'DONNELL, Vice President

HIGH POINT, NC 27261 (D)
919-434-2166
P.O. Box 2193
J. ROBERT LITTLE, Vice President

Mayer Myers Paper Co. (I)
P.O. Box 410
MEMPHIS, TN 38101
901-948-5631
MALCOLM LEVI, Chairman Of The Board
KENNETH LEVI, President
LOUIS BYALL, Executive Vice President
HARRY PREST, Vice President
JOHN CORTESE, Vice President Sales

Mayfield Paper Company (I)
P.O. Box 3889
SAN ANGELO, TX 76902
915-653-1444
J. STANLEY MAYFIELD, President

ODESSA, TX 79761 (I)
915-333-4118
2321 E. Second
STEVE LAWLIS, Branch Manager

LUBBOCK, TX 79415 (I)
806-765-6565
1801 Fourth Street
BARBARA SMITH, Branch Manager

McAuliffe Industrial Division (I)
P.O. Box 848
BURLINGTON, VT 05401-0848
802-658-4444
PATRICK S. ROBINS, President
DONALD A. COMPANION, Vice President
LAWRENCE J. WALSH, JR., Treasurer

McFarlaneson & Hodgson (P)
200 Deslauriers St.
ST. ALURENT, QUEBEC
514-331-8610
M. FELTON, General Manager
J. LEMIEUX, General Sales Manager
P. CORRIVEQU, Controller

DARTMOUTH, N.S. B3B 1C8 (P)
902-463-1631
42 Borden Avenue
A. WEBSTER, Branch Manager

ST. JOHNS, NEWFOUNDLAND A1C 5L7 (P)
709-368-2108
Topsail Road
R. RYAN, Branch Manager

SHERBROOKE, QUEBEC J1L 1X7 (P)
819-569-9737
495 Boucherville
MARC CARETTE, Branch Manager

McGinnis Independent Paper Co. (D)
S. 124 Wall Street
SPOKANE, WA 99204
509-747-3133
ELIZABETH D. MCGINNIS, President
STACY MCGINNIS, Vice President
MARC AKIYAMA, Sales Manager
PATRICIA A. JOHNSTON, Treasurer
MICHAEL R. MCGINNIS, Vice President

SPOKANE, WA 99205 (D)
509-327-9581
N. 2320 Atlantic
GEORGE NEWSOM, Branch Manager

McMahon Paper Co., Inc. (I)
P.O. Box 10162
FORT WAYNE, IN 46850
219-422-3491
WILLIAM C. MCMAHON, President
DANIEL F. FULKERSON, Executive Vice President
FRANCES C. MCMAHON, Vice President

M

McMurtry-Martin Papers, Inc.
(see Jordan Paper Products, Inc.)

McShane Packaging (I)
59-53 Mine Brook Road
P.O. Box 950
BERNARDSVILLE, NJ 07924 0950
201-953-0200
DAVID R. MCSHANE, President
F. BUD HARTE, Vice President
FRED SPOTTS, Vice President
ARTHUR FRISCH, Treasurer

D. J. Mead, Inc. (D)
1411 William Street
BUFFALO, NY 14206
716-856-5842
PHILIP J. MEAD, President
PETER R. TRAVERS, Treasurer
ROBERT T. FITZGERALD, Vice President/Printing Paper
STEVE SZABO, General Sales Manager

HORSEHEAD, NY 14845 (D)
607-739-0356
P.O. Box 226
WILLIAM ABEL, Manager
RICK KEYES, Sales Manager

Mead Distributors (D)
Courthouse Plaza NE
Dayton, OH 45463
513-222-6323
JOHN E. FRANZ, President
KURT RENICK, Vice President
F. J. GOLLINGS, Controller

Mead Merchants (D)
Courthouse Plaza NE
DAYTON, OH 45463
513-222-6323
FRED ROBBINS, President
C. R. CRESCI, Vice President-Administration
P. L. MORRIS, Vice President-Human Resources
ROGER FARLEY, Manager-Education & Develop.
JIM OSTERBROCK, Marketing Manager

PITTSBURGH, PA 15203 (D)
412-481-2800
South 17th & Merriman Sts.
C. D. JOHANNESEN, General Manager

TAMPA, FL 33675 (D)
813-623-3561
P.O. Box 75200
MERLE B. IMPSON, President
JACK GEORGE, Vice President, Administration

ORLANDO, FL 32855-5276 (D)
305-422-3000
P.O. Box 555276
R. L. MCWILLIAMS, Vice President & General Mgr.

NASHVILLE, TN 37210 (D)
615-259-9575
P.O. Box 100069, South Station
M. F. SIGWARD, President
A. L. DANNA, V.P. Administration

BIRMINGHAM, AL 35202 (D)
205-942-1516
P.O. Box 10921
J. L. GARDENHIRE, General Manager

KNOXVILLE, TN 37939 (D)
615-584-0799
P.O. Box 11668
J. M. GILLEY, General Manager

MEMPHIS, TN 38118 (D)
901-363-8225
4821 Cromwell Avenue
L. E. JONES, General Manager

ATLANTA, GA 30336 (D)
404-696-8952
P.O. Box 43366
4490 Commerce Circle
K. J. MCCLAMROCH, General Manager

CHATTANOOGA, TN 37421 (D)
615-899-2340
2115 Chapman Rd.
Suite 123
J. M. GILLEY, General Manager

JACKSONVILLE, FL 32205 (D)
904-786-6000
1030 N. Ellis Rd.
J. R. SOUTH, V.P. & General Mgr.

AKRON, OH 44319 (D)
216-644-8875
760 Killian Road
D. A. WATTS, V.P. & General Mgr.

DETROIT, MI 48228 (D)
313-931-1200
14451 West Chicago
THOMAS J. WEISENBACH, President
A. J. MESZAROS, JR., Vice President-Administration

FLINT, MI 48502 (D)
313-239-7633
2211 Lapeer Road
LEN HOOSE, General Manager

KALAMAZOO, MI 49002 (D)
616-329-1338
8132 Merchants Place
R. S. MASQUELETTE, V.P. & General Mgr.

FINDLAY, OH 45840 (D)
419-423-3665
2000-C Fostoria Road
D. E. TURNER, Vice President & General Mgr.

CINCINNATI, OH 45214 (D)
513-681-2600
3131 Spring Grove Avenue
P.O. Box 145448
GEORGE T. JEWETT, President
ROBERT N. WRIGHT, Vice President Marketing

COLUMBUS, OH 43227 (D)
614-258-9585
P.O. Box 27200
S. H. BRIDGE, Vice President & General Mgr.

CLEVELAND, OH 44146 (D)
216-292-5700
26401 Richmond Road
BERNARD J. RILEY, President
J. R. SUSTERSIC, V.P. Administration

LOUISVILLE, KY 40219 (D)
502-964-6451
1101 Industrial Boulevard
LAWRENCE BRESKO General Mgr.

DAYTON, OH 45409 (D)
513-293-7212
2551 Lance Drive
R. W. SCHUERMANN, Vice President & General Mgr.

GRAND RAPIDS, MI 49508 (D)
616-957-3210
3533 Patterson St. S.E.
R. J. MOLL, General Manager

MINNEAPOLIS, MN 55413 (D)
612-331-2417
2407 East Hennepin Ave.
CLARK D. HALING, Vice President & General Mgr.

OKLAHOMA CITY, OK 73101 (D)
405-235-1391
P.O. Box 1125
R. D. ROST, General Manager

TULSA, OK 74101 (D)
918-446-1641
P.O. Box 30
S. K. STEPHENS, Vice President & General Mgr.

INDIANAPOLIS, IN 46241 (D)
317-244-6881
5620 Dividend Drive
JAMES V. TRAVIS, General Manager

HARTFORD CITY, IN 47348 (D)
317-348-2500
1000 East Grant Street
H. C. KEMPS, Vice President & General Mgr.

HILLSIDE, IL 60162 (D)
312-379-9101
125 Fencl Lane
WILLIAM D. LAWRENCE, President
R. J. TIMM, Vice President-Administration
H. W. RUFF, V.P. Area Packaging

KANSAS CITY, MO 64116 (D)
816-421-7140
405 East 14th Avenue
C. D. PEARSON, Vice President & General Mgr.

ST. LOUIS, MO 63166 (D)
314-652-3525
601 South Edwin Avenue
LAWRENCE A. SCHAEFER, Vice President & General Mgr.

Virginia Paper Company (P)
RICHMOND, VA 23294-1374
804-747-0200
3990 Gaskins Rd.
P.O. Box 31374
JAMES S. HUNTER, President
JOHN C. EMORY, V.P. Admin.
MICHAEL L. ALLEN, Vice President-Marketing
ROBERT W. VICK, V.P. Human Resources

LANDOVER, MD 20785 (P)
301-341-1400
3310 75th Avenue
P.O. Box 1220
P. F. JUNGHANS, Branch Manager

ATLANTA, GA 30318 (P)
404-351-8533
2281 De Foor Hills Road NW
ROBERT FENING, Region Manager
GEORGE L. COLLEY, Branch Manager

CHARLOTTE, NC 28219 (P)
704-527-3774
4021 Rose Lake Dr.
P.O. Box 19248
MICHAEL R. GOODSON, Branch Manager

COLUMBIA, SC 29211 (P)
803-771-7810
756 Rosewood Drive
P.O. Box 11420
ROBERT W. KRAMER, Branch Manager

GREENSBORO, NC 27419 (P)
919-299-9750
3707 Alliance Drive
P.O. Box 18367
R. L. NEILL, Branch Manager

JACKSONVILLE, FL (P)
(See MEAD MERCHANTS)

MIAMI, FL 33152 (P)
303-592-9670
1601 N.W. 72nd Avenue
P.O. Box 520008
LAURIE N. HARRILL, Branch Manager

ORLANDO, FL 32808 (P)
305-295-7810
3717 Mercy Star Court
E. M. FRAME, Branch Manager

RALEIGH, NC 27609 (P)
919-872-7210
3600 Tarheel Drive
BERRY J. FITZHUGH, Branch Manager

RICHMOND, VA 23230 (P)
804-358-1421
2100 Tomlynn St.
P.O. Box 6707
A. W. STALNAKER, Branch Manager

TAMPA, FL (P)
(See MEAD MERCHANTS)

VIRGINIA BEACH, VA 23450 (P)
804-468-0200
2800 Crusader Circle
P.O. Box 2869
J. J. HUGHES, Manager

Mead Merchants-Fine Papers Division (P)
LITTLE ROCK, AR 72219
501-562-2448
6210 Dividend St.
BILL SNYDER, Branch Manager

Fine Papers of Rogers (D)
ROGERS, AR 72756
501-631-1155
557 N. 13th Street

WILLIAM H. SNYDER, JR., Branch Manager

Packaging Associates Co. (D)
LITTLE ROCK, AR 72204-2498
501-663-1050
1601 Westpark Dr., Suite 3
RON DAVIS, Branch Manager

JACKSON, MS 39201 (D)
601-354-4598
490 Julianne Bldg. A-1
RON DAVIS, Branch Manager

Southern Business Products (D)
RICHMOND, VA 23230
804-358-0408
2100 Tomlynn St.
P.O. Box 11246
THOMAS C. RICHARDS, Branch Manager

Southern Paper Co. (P)
CHATTANOOGA, TN 37401
615-624-3384
2005 Riverside Dr.
P.O. Box 6007
TOM FRANCESCON, Branch Manager

LOUISVILLE, KY 40226 (D)
502-267-8040
11155 Bluegrass Parkway
TIM O'DEA, Sales Manager

Southern Paper Co.
KNOXVILLE, TN 37901
615-523-8127
1907 Grand Ave.
MIKE POWELL, Manager

LEXINGTON, KY 40511
606-254-7795
1079 Majaun Rd.
FRAN KEEFE, Branch Manager

Weaver Paper Company (P)
MONTGOMERY, AL 36101
205-263-0274
1300 Kershaw St.
P.O. Box 4309
R. WAYNE GLASSCOCK, Branch Manager

Zellerbach Paper Co.
3130 Crow Canyon Place
SAN RAMON, CA 94583
415-866-5000
J. SAWKA, President
P. L. FERRIS, Vice President-Admin.
F. D. SIMONSEN, Exec. Vice President Marketing

DENVER, CO 80239 (D)
303-371-9700
12770 East 39th Avenue
R. W. LENERTZ, Area President

GREAT FALLS, MT 59401 (D)
406-761-3550
First Ave. N. & Great Northern Tracks
Box 2005
J. J. MARTINE, Branch Manager

BAKERSFIELD, CA 93309 (D)
805-324-4901
4450 Easton Dr
S. J. KAMPSEN, Branch Manager

FRESNO, CA 93725 (D)
209-223-7201
4603 E. Vine Street
G. L. VAN AALSBURG, Branch Manager

EUREKA, CA 95501 (D)
707-442-6428
1030 W. Del Norte Street
D. D. MEYER, Branch Manager

HONOLULU, HI 96819 (D)
808-848-1071
2250 Alahao Place
GEOFFREY C. PEARSON, Branch Manager

LAS VEGAS, NV 89103 (D)
702-736-8519
3250 W. Harmon Avenue
C. HENSLEY, Branch Manager

LOS ANGELES, CA 90023 (D)
213-268-5500
4000 E. Union Pacific Ave.
A. D. MATTOX, Area President
C. E. GOTTESMAN, V.P. Sales/Mktg. Printing
G. E. KINZIE, V.P. Sales/Marketing Indust.
C. R. ZELLERBACH, V.P. Admin.

SACRAMENTO, CA 95814 (D)
916-441-6761
1100 Richards Blvd.
G. P. ROBERTS, Manager-Printing
W. V. TRUITT, Manager-Industrial

SALT LAKE CITY, UT 84115 (D)
801-484-4461
2255 South Third Street
A. W. GOUZENE, Manager-Printing

NATIONAL CITY, CA 92050 (D)
619-262-1161
1010 W. 19th Street
G. F. CIAMPA, Manager-Industrial

SANTA MARIA, CA 93456 (D)
805-922-5841
941 West McCoy Lane
ROBERT S. ORACH, Branch Manager

S. SAN FRANCISCO, CA 94080 (D)
415-589-5577
245 So. Spruce Avenue
D. L. RHODES, Area President
L. F. COLEMAN, Manager-Industrial
P. H. LEIBER, Manager-Printing
H. TAKEMOTO, Controller

STOCKTON, CA 95205 (D)
209-466-6744
1551 No. Broadway
R. M. MARTINELLI, Branch Manager

ANCHORAGE, AK 99501 (D)
907-276-3344
1848 Ship Avenue
C. K. PERRY, Branch Manager

BOISE, ID 83704 (D)
208-375-1722
101 North Cole Road
M. J. SMITH, Branch Manager

PORTLAND, OR 97220 (D)
503-255-2121
9111 NE Columbia Blvd
R. W. SACCONAGHI, Manager-Industrial
R. W. VAN GORP, Controller

SEATTLE, WA 18108 (P)
206-764-5000
6301 Airport Way So.
A. S. GRALNICK, Area President

SPOKANE, WA 99220 (D)
509-535-2455
E. 3530 Ferry at Freya
J. B. LOFSTEDT, Branch Manager

WALLA WALLA, WA 99362 (D)
509-525-6750
1225 W. Poplar Street
DONALD L. KEEN, Branch Manager

WENATCHEE, WA 98801 (D)
509-662-5169
1751-C No. Wenatchee Avenue
M. F. CONNOLLY, Branch Manager

YAKIMA, WA 98901 (D)
509-453-6548
915 Rock Avenue
WILLIAM S. STURGEON, Manager
MIKE CONNOLLY, Branch Manager

EUGENE, OR 97401 (D)
503-442-6428
345 Lincoln Street
S. J. DESGROSELLIER, Branch Manager

GLENDALE, AZ 85301
602-934-3431
4710 W. Camelback Rd.
J. CLARK, Manager
J. L. ROBINSON, Manager

SPARKS, NV 89431
702-358-7024
950 United Circle
M. D. HARRIS, Manager

The Mellocraft Company
(see CDA Distributors)

Michigan Paper Company (P)
3155 W. Big Beaver Rd.
Suite 109
TROY, MI 48084
313-649-4830
JOHN V. BONANDER, President
RENEE M. CODEN, Vice President/ Treasurer

Mid-Continent Paper Co.
(see Paper Corp. of America)

Midwestern Paper Co.
(see Western Paper Company)

Millar, George W., & Co.
(see GWM Industries, Inc.)

Millcraft Paper Co. (P)
6800 Grant Avenue
CLEVELAND, OH 44105
216-441-5500
CHARLES L. MLAKER, JR., President
WILLIAM E. ECKENBRECHT, Vice President
LEONARD B. HORNING, Controller
BARRIE KAYE, Treasurer/Financial Operations Manager

CUYAHOGA FALLS, OH 44221 (P)
216-929-4434
1380 Main Street
JAMES R. WHEELER, General Manager

CLEVELAND, OH 44105 (P)
216-441-5500
6800 Grant Avenue
LAWRENCE E. KOVERMAN, General Manager

COLUMBUS, OH 43085 (P)
614-436-0101
7461 Worthington-Galena Road
W. F. HOSKET, General Manager

ERIE, PA 16509 (P)
814-825-3070
6123 Wattsburg Road
JACK TIRPAK, General Manager

TOLEDO, OH 43602 (P)
419-243-9221
402 Hamilton Street
ROBERT J. LITZER, General Manager

Miller Paper Co.
(see Hubbs & Howe Co., Inc.)

Monarch Box & Paper Co. (I)
2600 S. Loomis Street
CHICAGO, IL 60608
312-376-7750
MORTON E. MESSER, President
PHILLIP L. MESSER, Vice President
ROBERT MESSER, Treasurer
FRANK ANDERSON, Sales Manager

Monarch Paper Co.
(see Paper Corp. of America)

Montrose Paper, Inc. (I)
1030 West North Avenue
CHICAGO, IL 60622
312-266-0200
NATHAN T. ROSENBERG, President & Treasurer
MARION J. ROSENBERG, Vice President
STUART L. ROSENBERG, Sales Manager

Monumental Paper Co. (I)
2201 Eagle Street
BALTIMORE, MD 21223
301-945-1370
SOLL L. SELKO, President
ALAN DORENFELD, Vice President
J. LEO LEVY, K JR., Vice President
BRAD SELKO, Vice President
MILDRED SELKO, Treasurer

M

Mooney-General Paper Co., Inc. (I)
1451 Chestnut Avenue
HILLSIDE, NJ 07205
201-925-3800
GARY J. RIEMER, President
EUGENE MOVSHIN, Executive Vice President
FRED RAPPOLD, Vice President
WILMA FRIEDBERG, Treasurer
STEVEN FRIEDBERG, Sales Manager

Moore Paper Company (D)
P.O. Box 805
HOUSTON, TX 77001
713-228-9191
GENE G. MOORE, President
GREGORY C. MOORE, Vice President
DAVE FOWLER, Vice President Sales
LARRY ALLEN, Sales Manager
KEN MARTIN, Sales Manager

DALLAS, TX 75229-3127 (D)
214-869-1414
1801 Royal Lane Ste. 1000
WAYNE SHOFFIT, Branch Manager
JEFF HIGGINS, Sales Manager

AUSTIN, TX 78746 (D)
512-472-1178
P.O. Box 160938
GENE G. MOORE, II, Vice President

Morris-Bancroft Paper Co.
(see Bancroft Paper)

Morrisette Paper Company (I)
P.O. Box 20347
GREENSBORO, NC 27420
919-373-1644
WILLIAM F. MORRISETTE, President
NANCY P. MORRISETTE, Treasurer

HICKORY, NC 28601 (I)
704-322-3650
P.O. Box 3464
NITA MEECHAM, Manager

RALEIGH, NC 27611 (I)
919-834-4455
P.O. Box 27947
JIM COVINGTON, Manager

Paper Development Corp. (I)
REIDSVILLE, NC 27320
919-342-5570
P.O. Box 786
CARLYLE RAYBON, Manager

Morris Paper Company
(see CDA Distributors)

Mt. Ellis Paper Company, Inc. (I)
P.O. Box 4083
NEWBURGH, NY 12550
914-562-4200
SEYMOUR KAPLOWITZ, President
MILTON CANTOR, Vice President
CLIFF KAPLAN, Treasurer

Mudge Paper Co. (D)
1211 Bernard Drive
BALTIMORE, MD 21223
301-233-3200
DONALD G. SHIELDS, President
JOHN C. EATON, Vice President
EUGENE F. WEISSER, Vice President
SAM OLDERSHAW, Vice President/Gen. Mgr.
C. W. MANN, JR., Treasurer

YORK, PA 17405 (D)
717-767-6618
1-83 Industrial Park
EUGENE F. WEISSER, Vice President/Gen. Mgr.

LANDOVER, MD 20785 (D)
301-772-2600
2003 Beaver Road
JOHN C. EATON, Vice President/Gen. Mgr.

Muller & Wegener Sarl (D)
21, rue de Hollerich
1741-LUXEMBOURG 48 49 49
FRANCOISE CERF-MULLER, Gerante

D.F. Munroe Company (D)
One Second St.
PEABODY, MA 01960
617-595-4006
DAVID F. BLACKMAN, Chairman
ARTHUR W. ANDERSON, President
ANTHONY W. SORGE, Executive Vice President
JOHN F. BLACKMAN, JR., Treasurer
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JOSEPH DUCHARME, Vice President
FRANK HALEY, Vice President
JIM MCCARTHY, Vice President
TONY RUTKOSKY, Vice President
WILLIAM SINATRA, Vice President
NORMA LEDOUX, Vice President

WILMINGTON, MA 01887 (D)
617-944-4750
351 Middlesex Avenue
EARL EFINGER, Vice President

MANSFIELD, MA 02048 (D)
617-339-6161
Route 106
JOHN P. FINLAY, Vice President

BRIDGEPORT, CT 06607 (D)
203-289-3484
310 Box 4157
ANTHONY SORGE, Vice President

BRIDGEPORT, CT 06607-0157 (D)
203-332-0702
310 Bishop Avenue
ANTHONY SORGE, Vice President

WESTBROOK, ME 04092 (D)
207-227-1526
P.O. Box 335
SANSOM SIVOVLOS, Manager
EARL EFINGER, Vice President

MANCHESTER, NH 03103 (D)
603-627-1320
444 East Industrial Park Drive
DAVID MANNING, Manager
EARL EFINGER, Vice President

Murnane Paper Company (P)
607 Northwest Avenue
NORTHLAKE, IL 60164
312-449-1200
J. HOBIE MURNANE, President
PETER J. HALLIGAN, Vice President
ROBERT P. WALSH, Vice President
GERARD J. MALONE, Vice President
FRANK J. MURNANE, Treasurer

Murphy Paper Co., Inc. (I)
195 Reading Street
BUFFALO, NY 14220
716-825-5200
K. GEORGE KROHN, President

David Mussett Ltd (P)
44 Holland Street
LONDON SEL 9JT, ENGLAND
01-928-4672
J. MUSSETT, Director

Turner Poyer Ltd. (P)
LONDON SE1 9HY, ENGLAND
01-928-0560
77 Bankside
S. G. WATERS, Managing Director

Mutual Paper Company A Division of Wittcoff Paper Co. (I)
202 Coffey Street
BROOKLYN, NY 11231
718-858-9000
EDWARD WITTCOFF, President
MARK WITTCOFF, Executive Vice President
GARY DUBRO, Vice President, Converting S.P
LINDA ALHANTE, Vice President/Purchasing
DOROTHY MELNICK, Controller
DORIS RUBIN, Vice President, Sales

Nagel Paper & Box Co. (I)
P.O. Box 1567
SAGINAW, MI 48605
517-753-4405
MARTIN H. STARK, Chairman Of The Board
E.P. STANSBURY, President
K. ABBENANTE, Manager

Nat. Association of Paper Merchants (D)
3 Plough Pl. Fetter Lane
LONDON EC4A 1AL ENGLAND
BARON R. JONES, Director

National Independent Sanitary Supply Co., Inc.
6900 Murray Avenue
CINCINNATI, OH 45227
THOMAS B. HAINES, President

National Paper & Packaging (I)
70 Franklin Avenue
BROOKLYN, NY 11205
718-624-2900
MARTIN SCHLESINGER, President
ROSLYN GOLDFISHER, Sales Manager

National Paper & Packaging Co. (I)
P.O. Box 94545
CLEVELAND, OH 44101
216-391-6000
MORTON G. EPSTEIN, President
URVAN G. EPSTEIN, Chairman Of The Board
JEROME E. GROVER, Executive Vice President
BRENT R. GROVER, Treasurer, V.P.
ARTHUR J. HORNER, Vice President

HILLIARD, OH 43026 (I)
614-876-0500
3700-a Parkway Lane

National Paper Company (I)
2511 S. 156th Circle
OMAHA, NE 68130
402-330-5507
WILLIAM G. OCHSNER, President
TONY MAIDA, Manager
DAN DOTY, Branch Sales Manager
FRANK DUNNING, Purchasing Manager

DES MOINES, IA 50309 (D)
515-263-0093
700 E. 4th Street
CHET VANBIBBER, Branch Manager

National Paper Company Of NJ (P)
500 S. Clinton Street
EAST ORANGE, NJ 07018
201-673-1333
DAVID BAGISH, President
JACOB BAGISH, Chairman Of The Board
ROBERT WEINSTEIN, Vice President
NORMAN ENGLANDER, Vice President
DOLORES BAGISH, Treasurer

Nat. Paper Marketing (D)
Council of Australia (25)
1 Johnston Lane Ste 8
LN COVE W., NWS, AUSTRALIA 2066
H.G. KRAEFFT, Executive Director

Nationwide Papers (D)
One Champion Plaza
STAMFORD, CT 06921
203-358-6600
THOMAS ZEUTHEN, Vice President & Gen. Mgr.
O.L. MILLER, Vice President-Administration
FRANK ROGERS, Director of Marketing-Ind. Prop.
HENRY GEST, Director Of Merchandising

ERIK JOKI, Mgr. Merchand.-Fine Papers

BALTIMORE, MD 21240 (D)
301-796-5400
P.O. Box 8719
JAMES M. HUDSON, Division General Manager
WILLIAM L. BARTH, Manager

ATLANTA, GA 30324 (D)
404-876-5541
P.O. Box 13006
K. WAYMAN WINTERS, Division General Manager

MEMPHIS, TN 38118 (D)
901-363-0681
4437 Delp Street
MARK P. BOLLINGER, Div. Gen. Mgr. (St. Louis)
HENRY A. WALKER, Sales Manager

CHARLOTTE, NC 28206 (D)
704-598-8848
3804 Woodpark Blvd.
FLOYD G. POOLE, Division Manager

CINCINNATI, OH 45241 (D)
513-769-4900
3465 Hauck Road
JOSEPH E. OKRUHLICA, Div. Gen. Mgr. (Louisville)
CRAIG NAGEL, Sales Manager
WILLIAM R. SCHOLZ, Manager

MADISON HEIGHTS, MI 48071-0527 (D)
313-541-9900
1201 East Lincoln Avenue
P.O. Box 71527
TERRY G. PAYNE, Manager

LOUISVILLE, KY 40213 (D)
502-361-5566
6710 Grade Lane
JOSEPH E. OKRUHLICA, Division General Manager

DENVER, CO 80216 (D)
303-388-6211
P.O. Box 5126
DAVID L. STALL, Division General Manager
MELVIN H. AUTRY, Sales Manager

MINNEAPOLIS, MN 55440 (D)
612-331-6180
P.O. Box 1345
CHARLES R. CARLSON, Division General Manager
ARTHUR R. EVERSMAN, Manager

TOPEKA, KS 66605 (D)
913-266-3340
3721 South Park Avenue
P.O. Box 5109
WALLACE M. BURGER, Div. Gen. Mgr. (Kansas City)
WILLIAM H. PATTERSON, Manager

ALBUQUERQUE, NM 87125 (D)
505-243-6611
P.O. Box 26028
BILL H. KEITH, Division Gen. Mgr. (Houston)
MICHAEL KOURI, Sales Manager

LOS ANGELES, CA 90058 (D)
213-583-1441
3100 East 44th Street
RICHARD B. JAMES, Division General Manager

SAN DIEGO, CA 92126 (D)
619-576-3011
7979 Stromesa Court
RICHARD B. JAMES, Div. Gen. Mgr. (Los Angeles)
RICHARD N. HOSTIN, Manager

SAN FRANCISCO, CA 94120 (D)
415-586-9160
P.O. Box 7895
RALPH E. ERICKSON, Manager
PAUL J. AUGUSTINI, Sales Manager

ARLINGTON, TX 76005 (D)
817-640-2311
P.O. Box 5208
DONN G. COLEMAN, Division General Manager

EL PASO, TX 79984 (D)
915-544-1280
P.O. Box 9369
BILL H. KEITH, Div. Gen. Mgr. (Houston)
ADRIAN C. FARMER, Sales Manager

HOUSTON, TX 77029 (D)
713-672-9557
P.O. Box 24020
BILL H. KEITH, Division General Manager
KEITH Y. HORNER, Sales Manager

SAN ANTONIO, TX 78207 (D)
512-226-4181
519 North Medina
DONN G. COLEMAN, Div. Gen. Mgr. (Arlington)
THOMAS E. MARLER, Manager
KEITH H. CLAY, Sales Manager

DALLAS TX 75235 (D)
214-630-9844
8730 King George Drive
DONN G. COLEMAN, Div. Gen. Mgr. (Arlington)
ERIC ANDERSON, Sales Manager
MARSHALL KENDALL, Manager

FORT WORTH, TX 76118 (D)
817-284-0923
2301 East Loop 820 North
DONN G. COLEMAN, Div. Gen. Mgr. (Arlington)
CHARLES WALLER, Sales Manager
JERRAL BLAIR, Manager

ELK GROVE VILLAGE, IL 60007 (D)
312-595-3060
850 Mark Street
CRAIG T. JOHNSON, Division General Manager
STEVEN MCGRANE, Sales Manager

KANSAS CITY, MO 64141 (D)
816-221-5700
P.O. Box 387
WALLACE M. BURGER, Division General Manager
RICK SEYMOUR, Manager
DOUGLAS P. EBERLY, Sales Manager

MILWAUKEE, WI 53209 (D)
414-562-1060
4360 North Green Bay Avenue
CRAIG T. JOHNSON, Div. Gen. Mgr.-Elk Grove
FRED W. MICHELL, Manager

ST. LOUIS, MO 63110 (D)
314-645-3850
1400 Macklind Avenue
MARK P. BOLLINGER, Division General Manager

SPRINGFIELD, MO 65805 (D)
417-869-6418
P.O. Box 1986
WALLACE M. BURGER, Div. Gen. Mgr. (Kansas City)
GEORGE LIKINS, Manager

Netcan Paper Distributing Inc. (I)

5757 Thimens Blvd.
ST. LAURENT, QUEBEC H4R 2H6
CANADA
514-335-0333
NEIL S. TRYANSKY, President
REUBEN LERNER, Vice President
DOUG MARTIN, Vice President
DENIS JALBERT, Treasurer
ALISON A. MORTON, Coordinator

Cabot Shipping Supplies Ltd. (I)
HALIFAX, NOVA SCOTIA B3K 5L9
CANADA
1-902-453-1414
P.O. Box 8154
ARNOLD HARRINGTON, Branch Manager

Cabot Shipping Supplies Ltd. (I)
FREDERICTON, NEW BRUNSWICK
E3B 5C2
1-506-455-3528
P.O. Box 1131

Castle/Black Paper Ltd. (I)
WESTON, ONTARIO M9N 1A1
1-416-244-1131
35 Oak St.
JACK GELMAN, Branch Manager

Den Packaging Corp. (I)
MONTREAL, QUEBEC H4S 1J7
1-514-337-4740
1211 Montee de Liesse
MARVYN YUDELSON, Branch Manager

Distribution P.E. Inc. (I)
ALMA, QUEBEC G8B 2V8
1-418-668-0121
1525 Avenue du Pont Sud
PETER EVES, Branch Manager

Dorfin Paper Prods. Ltd. (I)
ST. LAURENT, QUEBEC H4R 2H6
1-514-335-0333
5757 Thimens Blvd.
NEIL TRYANSKY, Branch Manager

E. Kootenay Hotel & Rest. Supplies Ltd. (I)
CRANBROOK, BRITISH COLUMBIA
V1C 3V3
1-604-489-4595
822 Kootenay St. N.
LES MAWSON, Branch Manager

Emballage Bettez Inc. (I)
TROIS RIVIERES, QUEBEC G8Z 3X7
1-819-373-4055
2460 Boul. des Recollets
ANDRE BETTEZ, Branch Manager

Enterprise Paper Co. Ltd. (I)
RICHMOND, BRITISH COLUMBIA
V6V 1Z1
1-604-270-1731
2931 Viking Way
BERTHA WONG, Branch Manager

General Fasteners Ltd. (I)
CALGARY, ALBERTA T2G 3C6
1-403-259-2904
4124 9th St. S.E.
DOUGLAS MARTIN, Branch Manager

RICHMOND, BRITISH COLUMBIA
V6V 1Z1 (I)
1-604-273-0905
101-5910 #6 Road

KELOWNA, BRITISH COLUMBIA
V1Y 4N6 (I)
1-604-860-6696
20-1851 Kirschner Road

LETHBRIDGE, ALBERTA T1H 5G5 (I)
1-403-320-8225
6803 30 Street North

EDMONTON, ALBERTA T5L 4S8 (I)
1-403-454-0445
13323 146 Street

SASKATOON, SASK. S7K 0S9 (I)
1-306-244-1842
417-34 Street East

REGIN[illegible]ASK. S4R 1A5 (I)
1-306-525-8111
2335-2nd Avenue

WINNIPEG, MANITOBA R2R 1V9 (I)
1-204-633-3980
8-199 Omands Creek Blvd.

BURLINGTON, ONTARIO L7I 5H9 (I)
1-416-335-6983
C5-1175 Appleby Line

L.B. Paper Products Ltd. (I)
SUDBURY, ONTARIO P3E 5H4
1-705-522-4272
2304 Long Lake Rd.
LOU BUKATOWICZ, Branch Manager

Les Emballages Carrousel Inc. (I)
BOUCHERVILLE, QUEBEC J4B 2X4
1-514-655-2025
270 Boul. Industriel
DENIS JALBERT, Branch Manager

Lilo Products (I)
HAMILTON, ONTARIO L8L 5Y9
1-416-527-4303
24 Sanford Avenue North
BARRY TOMALIN, Branch Manager

Lion Shipping Supplies Inc. (I)
MISSISSAUGA, ONTARIO L4W 1B5
1-416-625-6830
1375 Aimco Blvd.
LIONEL LEPAPE, Branch Manager

Lion Shipping Supplies Ltd. (I)
ST. LAURENT, QUEBEC H4S 1B2
1-514-332-0322
5655 Chemin Bois Franc

Mitchel-Lincoln Packaging Ltd. (I)
ST. LAURENT, QUEBEC H4R 1V1
1-514-332-3480
3737 Thimens Blvd.
FRED WENER, Branch Manager

Provincial Sanitary Products (I)
HALIFAX, NOVA SCOTIA B3K 5M5

N

1-902-453-1818
P.O. Box 8934 Station A
DOUG MULLENGER, Branch Manager

Regal Paper Products Ltd. (I)
TORONTO, ONTARIO M6M 3E2
1-416-651-6560
71 Kincort St.
HAROLD FINK, Branch Manager

Sanitary Products Ltd. (I)
ST. JOHN'S, NEWFOUNDLAND
ALC 5H7
1-709-579-2151
P.O. Box 40
ROY BOLAND, Branch Manager

CORNER BROOK, NEWFOUNDLAND (1)
A2H 6G7
1-709-639-9149
P.O. Box 727, 328 O'Connell Dr.

GRAND FALLS, NEWFOUNDLAND
A2A 2J3
1-709-489-5674
P.O. Box 115, Union St.

Western Paper Distributors Ltd. (I)
CALGARY, ALBERTA T2E 6L6
1-403-250-1450
1404 44th Ave.
TONY TUNG, Branch Manager

Newell Paper Co.
(see Jackson Paper Co.)

New Zealand Paper Merchants Association (D)
P.O. Box 10-340-IBM Centre
WELLINGTON, NEW ZEALAND
R.B. YOUNG, Secretary General

Nichols Paper & Supply Co. (I)
2291 Olthoff Dr.
P.O. Box 291
MUSKEGON, MI 49443
616-777-2546
JAMES F. OLTHOFF, President/ Treasurer
MICHAEL K. OLTHOFF, Vice President

NISSCO Group (I)
6900 Murray Avenue
CINCINNATI, OH 45227
513-561-2071
THOMAS B. HAINES, Executive Coordinator

Nogg Brothers Paper Co. (I)
P.O. Box 3728
OMAHA, NE 68103
402-348-1710
DON NOGG, President
ALVIN S. NOGG, Chairman
ALAN NOGG, Vice President
DENNIS C. ANDERSON, Vice President
THOMAS J. ARMSTRONG, Vice President

GRAND ISLAND, NE 68801 (I)
308-382-0812
P.O. Box 1883

Norco Paper Co. (P)
P.O. Box 6117
OAKLAND, CA 94603
415-638-0460
NORMAN T. BUSHBERG, President
SIRI VEDYA SINGH, Vice President/ Sales Manager
G.B.S. KHALSA, Director of Sales
DOLORUS BUSK, Controller

Norel Plastic Company (I)
1501 Grandview Avenue
THOROFARE, NJ 08086
609-845-2504
CHUCK STACKHOUSE, Executive Vice President

BOGOTA, NJ 07603 (I)
201-646-1900
20 River Road
HARRY NUSSBAUM, President
RICHARD HORNSTEIN, Corporate Vice President
ABE SCHERL, Sales Manager
SAUL SROUR, Executive V.P. & Controller

Norel Plastics Ltd. (I)
HANOVER, MD 21076
301-796-5020
7255 Standard Drive
C.P. STACKHOUSE, Executive Vice President

Norel Plastics of Georgia (i)
ATLANTA, GA 30336
404-344-8373
6205-D Boat Rock Road
DARRELL W. JONES, Manager, Sales & Operations

Norel Plastic of N.C. (I)
WINSTON-SALEM, NC 27106
919-748-9290
4409 Providence Lane
WAYNE STRUZIK, Executive VP

Norel Plastic of North Carolina
(see Norel Plastic Company)

Norel Plastics, Ltd.
(see Norel Plastic Company)

Norel Plastics of Georgia
(see Norel Plastic Company)

Garland C. Norris Co. (D)
P.O. Box 968
RALEIGH, NC 27602
919-832-0324
JAMES ARTHUR KING, President
JAMES A. KING, II, Vice President & Treasurer
CHARLES D. KING, Vice President

Northern Paper Distributing (I)
1711 Rogers Avenue
SAN JOSE, CA 95112
408-292-1907
BERNARD FREDKIN, President
GARY FREDKIN, Vice President

North Georgia Paper & Specialty Company (D)
P.O. Box 1507, East Main Street
BLUE RIDGE, GA 30513
404-632-2055
DONALD J. CLEMENTS, President
ROBERT T. JOLLY, Vice President
LA VADA JOLLY, Treasurer

Northwest Wholesale Supply Co. (I)
P.O. Box 41
EAU CLAIRE, WI 54702
715-834-4816
MARK ORENDORFF, President
MELANI S. ORENDORFF, Vice President
GALEN C. BOWE, Sales Manager

Ochs Paper Company (I)
P.O. Box 21087
INDIANAPOLIS, IN 46221
317-634-4064
KATHRYN OCHS SILVEY, President
HERMAN OCHS, Chairman And Treasurer
EDNA VISE, Vice President

Ohio & Michigan Paper Co. (D)
P.O. Box 621
TOLEDO, OH 43694
419-666-1500
KENNETH A. LEININGER, President
ALAN R. LEININGER, Executive Vice President
VICTOR C. DECRANE, Vice President Printing Papers

O-K Paper Center
(see Olmsted-Kirk Paper Company)

O K Papers, Inc (I)
3325 Mt. Prospect Road
FRANKLIN PARK, IL 60131
312-833-2500
ROBERT P. SENSENBRENNER, President
O.K. SENSENBRENNER, Chairman
JOHN H. PEEL, Vice President
D.J. MACKINNEY, Treasurer

Oken Distributing (I)
100 Greenleaf Street
ROCHESTER, NY 14605
716-482-4500
HOWARD SCHWARTZ, President
DONALD SCHWARTZ, Chairman

Oklahoma Paper Company (D)
P.O. Box 26667
OKLAHOMA CITY, OK 73126
405-236-0611
SIG A. HARPMAN, JR., President And Treasurer
GEORGE SHADID, Vice President And Secretary

Olmsted-Kirk Paper Company (D)
P.O. Box 701099
HOUSTON, TX 77270
713-868-1531
ROBERT M. OLMSTED, JR, President
FRED BILLINGSLEY, Senior Vice President
BEN ANTHONY, Vice President/ Manager

O-K Paper Center (D)
HOUSTON, TX 77270
713-868-8056
P.O. Box 701099
STEVE WATTS, Branch Manager

Olympic Paper Company
(see West Coast Paper Co.)

Olympic Paper Co., Inc.
(see Gould Paper Corp.)

Omaha Paper Company (P)
901 Jackson Street
OMAHA, NB 68102
402-342-4666
DAVID B. POWELL, President
RONALD M. WELLS, Vice President
M.R. BENSON, Sales Manager
WARREN FREDRICKSON, Office Manager

Orcon-Prescotech Group
(see Prescotech Company)

Pacific Western Container (I)
1535 E. Edinger
P.O. Box 5140
SANTA ANA, CA 92705

714-547-9266
JAMES F. BLOWER, President
JOHN G. DEMPSAY, Vice President
LINDA B. DEMPSAY, General Manager

Package & Handling Supplies Co (I)
3030 Springboro Road
DAYTON, OH 45439
513-294-2656
J.G. NAZARENUS, President
JOHN HALPIN, Executive Vice President
A.L. NAZARENUS, Treasurer

COLUMBUS, OH 43228 (I)
4166 Fisher Road
JOHN HALPIN, Executive Vice President

The Package Factory
808 Nicholas Ave.
ORANGE, CA 92667
714-538-8831
JAMES E. BUTCHER, President
ROBERT D. DAWSON, Vice President
WILLIAM E. CLAY, General Manager

Packaging Associates Company
(see Mead Merchants)

Packaging Consultants, Inc.
(see Bunzl Corp.)

Packaging Materials
(see Bunzl Corp.)

Packaging Services Corporation (I)
P.O. Box 1304
TROY, MI 48099
313-588-8870
SAM FRANK, President
JAMES MCCARROLL, Controller & Office Manager
MITCHELL LEFTON, Sales Manager

CHAGRIN FALLS, OH 44022 (I)
216-247-6615
P.O. Box 545
BOB COLEMAN, Branch Manager

WICHITA, KS 67218 (I)
316-684-5008
707 S. Woodlawn
LEE LOVAN, Branch Manager

APPLETON, WI 54911 (I)
414-733-5896
813 Pershing Street
ROBERT DUTHIE, Branch Manager

GLEN ELLYN, IL 60137 (I)
312-469-7880
21 W. 542 22nd Street
JIM GANNON, Branch Manager

ELYVIA, OH 44035 (I)
216-365-9864
174 Hemlock Drive
TOM NELSON, Branch Manager

Packaging Supply Company, Inc.
(see Bunzl Corp.)

Pak West Paper & Chemical (I)
P.O. Box 5140
SANTA ANA, CA 92704
714-557-7420
JOHN G. DEMPSAY, President
JAMES F. BLOWER, Vice President
LINDA B. DEMPSAY, General Manager

SAN MARCOS, CA 92069
619-239-5017
1221 Linda Vista

Palm Beach Paper Co., Inc.
(see Bunzl Corp.)

Palmer Paper Company
(see Western Paper Company)

Panama City Paper Co.
(seeFulton Paper Co., Inc.)

Pan American Papers, Inc. (D)
5101 N.W. 37th Avenue
MIAMI, FL 33142
305-635-2534
JESUS F. VALDES, President
FRANCISCO T. VALDES, Chairman Of The Board
JESUS A. ROCA, Executive Vice President

Paper & Chemical Supply Co. (I)
207 Frankfort Ave.
SHEFFIELD, AL 35660
205-383-3912
DAVID MUHLENDORF, President
TOM FRITH, Vice President
JACK MUHLENDORF, Treasurer
ROY CLARK, Operations Manager
JOHN CURRY, Controller
CLARICE JOHNSON, Data Processing Manager

Paper & Plastics, Inc. (I)
940 Maulhardt Avenue
OXNARD, CA 93030
805-485-7934
PERRY PAULSON, President
OLIVIA PAULSON, Vice President
JACK NOBLE, Office Manager

Paper Chase (P)
6209 S.W. Freeway
HOUSTON, TX 77074
MICHAEL P. JORDAN, Branch Manager

HOUSTON, TX 77060 (P)
15603 West Hardy
MAX CURRY, Branch Manager

HOUSTON, TX 77055 (P)
6500 Long Point Road
DENNIS HAASE, Branch Manager

Paper City (D)
3201 Hoover Avenue
NATIONAL CITY, CA 92050
619-296-2581
D.J. ZEDEKAR, JR., Manager

The Paper Company (D)
808 Cherokee
SIOUX FALLS, SD 57104
605-336-1190
DEMP CHRISTENSON, President
HENRY DUIN, Vice President-Operations
ART WIENKE, Vice President

SIOUX CITY, IA 51105 (D)
712-258-3524
1601 Terminal Drive

MASON CITY, IA 50401 (D)
515-423-0334
115 8th Street South East

RAPID CITY, SD 57701 (D)
605-342-6042
1980 Creek Drive
BURDETTE FININGER, Branch Manager

Paper Corp. of America (D)
P.O. Box 958
VALLEY FORGE, PA 19482
215-296-4470
RICHARD C. GOZON, President
JAMES J. SWEARINGEN, Executive Vice Pres.
JOHN J. MCKIERNAN, Vice President
ROBERT W. HILL, Vice President-Retail Stores
JOHN H. OAKLEY, Vice President-Indus. Mktg.
RICHARD G. BURTON, Vice President-Printing, Mktg.
WILLIAM P. KIRBY, VP Human Resources
NIEL E. CHRISTENSEN, Vice President-Physical Distr.
B.P. O'ROURKE, Vice President, Planning

Monarch Paper Co. (D)
HOUSTON, TX 77252-2669
713-686-9332
P.O. Box 2669
CHARLES F. WHITE, President
R. DONALD STRONG, Vice President
CECIL BRENNER, Vice President
RONALD M. MILAN, SR., Vice President
PAUL G. WEAVER, JR., Vice President
LARRY KRAULAND, Vice President

HOUSTON, TX 77252-2669 (D)
713-686-9332
P.O. Box 2669
EDWIN HUNTER, Division Manager
MICHAEL BORTH, Sales Manager, Fine Papers
JERRY THOMPSON, Sales Manager, Industrial Paps

AUSTIN, TX 78760 (D)
512-443-7112
P.O. Box 18568
LARRY CLARK, Vice President
JIMMY TYLER, Sales Manager

DALLAS, TX 75264 (D)
214-631-8530
P.O. Box 224228
JACK L. OGILVIE, SR., Vice President-Web Sales

FORT WORTH, TX 76104 (D)
817-335-4899
300 Industrial Avenue
JACK L. OGILVIE, SR., Vice President Web Sales

SAN ANTONIO, TX 78218 (D)
512-661-5351
P.O. Box 18717
PAUL E. BRADLEY, Vice President/ Division Manager

Baldwin Paper Company (P)
NEW YORK, NY 10013
212-255-1600
161 Ave. of the Americas
NATHANIEL E. SPRINGER, President
HERBERT Y. EHRICH, Executive Vice President
DANIEL ROMANO, Vice President
DONALD J. HELLER, Vice President

Carpenter Paper Of Neb. (D)
OMAHA, NE 68102
402-341-0266
815 Harney Street
ROBERT C. BYRNE, President
ROBERT BAUMGARDNER, Exec. Vice President
H.L. CLURE, Vice President Operations
JAMES M. LANE, Vice President
ARTHUR SPENCE, Vice President Finance
MERRILL G. CARLSON, Sales Manager
ROBERT G. FOLDEN, Operations Manager

MISSOULA, MT 59801 (D)
406-543-5143
P.O. Box 7367
EDWARD J. BURGHARDT, Sales Manager

GRAND ISLAND, NE 68801 (D)
308-382-9530
330 No. Jefferson St.

GREAT FALLS, MT 59401 (D)
406-453-0317
P.O. Box 2187
REX E. WATSON, Sales Manager

BILLINGS, MT 59103 (D)
406-259-5525
P.O. Box 1597
JOSEPH NABITY, JR., Division Manager

P

DENVER, CO 80239 (D)
303-371-4260
P.O. Box 39250
K.D. SUMMERS, Division Manager
HARRY C. JENSEN, Sales Manager
KEITH PHIPPS, Sales Manager
STEPHEN C. CUMMINGS, Operations Manager

SIOUX CITY, IA 51101 (D)
712-277-1274
P.O. Box 687
MICHAEL J. CAHILL, Sales Manager

FORT SMITH, AR 72901 (D)
501-782-7276
P.O. Box 183
H. DONALD FENT, Sales Manager

AMARILLO, TX 79105 (D)
806-358-7473
P.O. Box 9254
RANDALL T. NASH, Sales Manager

TULSA, OK 74101 (D)
918-664-2520
P.O. Box 1347
RODNEY D. BROWN, Sales Manager

LINCOLN, NE 68503 (D)
402-476-1243
145 North 46th St.
JOHN S. MORRIS, Sales Manager

OKLAHOMA CITY, OK 73125 (D)
405-947-2737
P.O. Box 25321
DON R. SOERGEL, Vice President
JIM R. MILLS, Operations Manager
J.M. BIBLE, Sales Manager

Copco Papers Inc. (D)
COLUMBUS, OH 43219
614-251-7000
525 N. Nelson Rd.
P.O. Box 597
JEROME F. PAGE, JR., President
RICHARD I. DENNIS, Executive Vice President
ROBERT H. NOBLE, Vice President, Adminis.
STANLEY J. DVORAK, Vice President, Mfrg.
ROBERT E. HILL, Vice Pres., Indus. Prod.
DAVID E. HOWELL, Vice President
KIRK D. BUCKHAM, Vice President
CLEMENT M. WOLFE, Vice President
DAVID BRIZIUS, Dir. Marketing Communications
JAMES P. VILLARREEL, Vice President, Operations

LEETSDALE, PA 15056-1309 (D)
412-771-3660
Avenue B Bldg 12
Duncher Industrial Park
RONALD A. FIEHRER, Vice President

CHARLESTON, WV 25311 (D)
304-346-0727
1537 Hansford Street
SPENCER K. WHITE, Vice President

CLEVELAND, OH 44105 (D)
216-883-1675
5905 Grant Avenue
DAVID J. MCMULLEN, SR., Vice President

COLUMBUS, OH 43216 (D)
614-251-7000
P.O. Box 597
RICHARD I. DENNIS, Executive Vice President
JACK P. LYONS, Sales Manager

DAYTON, OH 45401 (D)
513-461-5930
P.O. Box 1346
MATTHEW J. MILLER, Vice President

TOLEDO, OH 43607 (D)
419-531-4705
3145 Nebreska Avenue
MICHAEL A. RAYNER, Sales Manager

CINCINNATI, OH 45241 (D)
513-489-8823
11431 Williamson Rd. Ste. 2
MICHAEL HATHORN, Manager

INDIANAPOLIS, IN 42604 (D)
317-637-2351
530 E. Ohio Street
RICHARD L. HENDERSON, Vice President

Copco Envelope & Manufacturing (D)
COLUMBUS, OH 43216
614-251-7117
P.O. Box 597
STANLEY J. DVORAK, Vice President

Chope-Stevens Paper Co. (D)
AUBURN HEIGHTS, MI 48057-0463
313-962-9111
2737 N. Adams Rd.
P.O. Box 4463
GERALD L. STRANG, Exec. Vice President
JOHN P. TAYLOR, Sales Manager

Copco Tape & Label Div. (D)
FINDLAY, OH 45840
419-422-8414
315 Central Avenue
GERALD J. EHRNSCHWENDER, Manager

Dudley Paper Co. (D)
LANSING, MI 48912
517-372-7000
301 N. Hosmer Street
JAMES R. BOLING, Vice President

SAGINAW, MI 48601
517-755-7716
1901 Rust Street
VICTOR A. ROEKLE, Vice President

LaSalle Messinger Paper Co. (P)
BROADVIEW, IL 60153
312-345-8500
2601 South 25th Avenue
HAROLD A. KRACHT, President
EDWARD F. GARVEY, Sr. Vice President
R. JAMES SEEBERG, Sr. Vice President
WILLIAM J. LEONARD, Vice President
ROBERT C. STINE, Vice President Marketing Sales

Mid Continent Paper Co. (D)
WICHITA, KS 67216
316-522-3494
2904 South Spruce St.
JOE ROBINSON, General Manager

Paper Corp. Of The U.S. (D)
NEW YORK, NY 10011
212-645-5900
100 5th Avenue
ROBERT F. FITZGERALD, President
ARTHUR SMITH, Vice President
JAMES M. KEARNEY, Vice President
JOHN J. MULKERN, Vice President

Paper Corp. Of U.S. (D)
CINCINNATI, OH 45230
513-528-5446
1080 Nimitzview Driver # 102
ROLF WECKESSER, Manager

Rourke-Eno Paper Co. (D)
HARTFORD, CT 06144
203-522-8211
P.O. Box 1962
GREG L. RETTEW, President
ARTHUR J. DOUVILLE, Exec. Vice President
WILLIAM S. DOANE, Vice President
NORMAN C. HOLCOMB, Vice President Finance
JANET M. PRZYGOCKI, Vice President
RICHARD G. MCGANN, Industrial Marketing
JAMES A. CONNELLY, Physical Distr. Manager

HARTFORD, CT 06120 (D)
203-522-8211
261 Weston Street
RICHARD J. TISCHOFER, Div. Manager
WILLIAM E. CALLAHAN, Sales Manager

HARTFORD, CT 06144 (D)
Packaging Division
203-522-8211
261 Weston Street
THOMAS R. KELEHER, Division Manager

SPRINGFIELD, MA 01101-1420 (D)
413-781-1100
109 Cadwell Drive
P.O. Box 1420
EUGENE PANECASIO, Vice President, Division Manager

WOBURN, MA 01801 (D)
617-938-7600
483 Wildwood Street
JOHN J. CLANCY, Div. Manager
ROBERT G. MARENGO, Sales Manager

EAST PROVIDENCE, RI 02915 (D)
401-438-2140
193 Amaral Street
DONALD F. MALO, Division Manager

WEST HAVEN, CT 06534-0465 (D)
203-932-3661
P.O. Box 9465
JOHN W. TRIPP, Vice President
GEORGE MURRAY, Sales Manager

WORCESTER, MA 01604 (D)
617-754-4672
76 E. Worcester Street
HOWARD TUNSTALL, Division Manager

CONCORD, NH 03301 (D)
603-224-9200
P.O. Box 2038
GARY W. STOCKLEY, Division Manager

Saxon Paper of Florida (P)
MIAMI, FL 33216
305-592-6650
1867 NW 72nd Avenue
GENE PRESS, President
BURT KUSHEL, Vice President
JAMES R. KRESGE, Controller

Saxon Paper (P)
LONG ISLAND CITY, NY 11101
718-937-6100
30-10 Starr Avenue
MICHAEL J. MAZO, President
WILLIAM BUYSSE, Vice President

Universal Paper Corp. (D)
APPLETON, WI 54912
414-731-4171
P.O. Box 537
EDWARD H. STRAND, President
CHARLES CONNELLY, Vice President
JOHN LOSEY, Controller
DOUGLAS W. MOODY, Corp. Marketing Mgr.
PETER T. CAREY, Branch Manager
WILLIAM BAYLEY, Sales Manager
R.W. RECKER, Sales Manager
MARCIA MITTLESTADT, Corp. Purchasing Mgr.

NEW BERLIN, WI 53151 (D)
414-782-2100
2350 South 170th Street
L.F. LEFEBVRE, Branch Manager
RICHARD W. KUETHER, Sales Manager
JOSEPH M. DUTELLE, Vice President
GERALD MCPHERSON, Sales Manager

MADISON, WI 53716 (D)
608-222-9151
2517 South Seiferth Road
RICHARD J. HANKINS, Vice President
MICHAEL MCELVOGUE, Sales Manager
RICHARD M. PITMAN, Sales Manager

LA CROSSE, WI 54601 (D)
608-781-8200
2105 Palace Street
NED SPANAGEL, Branch Manager
ALAN C. NORMAN, Sales Manager

Seneca Paper Co. (D)
ROCHESTER, NY 14603
716-328-9300
48 King St.
P.O. Box 2010
ARTHUR L. BASCOMB, President
MICHAEL L. VEEN, Senior Vice President
KAREN JOHNSON, Dir. Advertising, Sales Promo Manager
THOMAS G. STRAUSS, Controller
TIMOTHY CARMODY, Industrial Mkt. Manager
PHYLLIS A. BENJAMIN, Corp. Systems Mgr.

ROCHESTER, NY 14608 (P)
48 King St.
P.O. Box 1848
ROCHESTER, NY 14608
716-328-9300
RICHARD T. O'BRIEN, Vice President
THOMAS F. JORGENSEN, Sales Manager

BINGHAMTON, NY 13902 (D)
607-723-6351
97-99 Ely Street
LARRY KICHINSKI, Vice President
FRANCIS MAZZEI, Sales Manager
DOUGLAS G. MARRETT, Operations Manager

ALBANY, NY 12205 (D)
518-459-5200
9 Interstate Avenue
THOMAS N. MCINTYRE, Vice President-Gen. Mgr
PATTI A. HENRY, Sales Service Manager

BUFFALO, NY 14203 (D)
715-854-5954
210 Ellicott Street
R. JAMES SCOTT, Vice President General Manager

LIVERPOOL, NY 13088 (D)
315-451-9390
4660 Crossroads Park Dr.
P.O. Box 690
HERBERT W. CROSS, Vice President
DONALD R. OWENS, Sales Manager

Unisource Corp. (D)
LONG BEACH, CA 90802
213-436-8291
300 Oceangate-Ste 800
RAYMOND A. PETERSON, President
ROBERT A. DIMASCIO, Sr. Vice President
STEPHEN BECKER, Vice President
ROBERT G. SPICER, Vice President Marketing
JAMES R. FLEMING, Vice President Mktg., Industrial
PHILLIP L. ERICKSON, Executive Vice President

Unisource Corp. (D)
SALT LAKE CITY, UT 84130
801-973-2600
P.O. Box 30038
RICHARD A. HILL, Division Manager

LAS VEGAS, NV 89103
702-871-6262
4445 S Valley View
MIKE DIEHL, Division Manager

SAN DIEGO, CA 92138 (D)
619-263-8171
P.O. Box 85110
WILLIAM J. GREEN, Division Manager

PHOENIX, AZ 85036 (D)
602-278-3411
P.O. Box 20567
KIP KINDREGAN, Division Manager

FRESNO, CA 93773 (D)
209-486-6440
Box 11368
BARRY RONAN, General Manager

W SACRAMENTO, CA 95691 (I)
916-371-7413
P.O. Box 1077
JAMES W. STONE, Division Manager

HONOLULU, HI 96817 (D)
808-845-3247
P.O. Box 17459
R.B. MEACHEN, General Manager

CITY OF COMMERCE, CA 90040 (D)
213-725-3700
2600 South Commerce Way
R. SHRIVER, Vice President

RENO, NV 89510 (D)
702-358-0510
P.O. Box 10980
E.J.S. EVANGELISTA, Division Manager

SAN BERNARDINO, CA 92402 (D)
714-889-0851
P.O. Box 312
JAMES SPILKER, Division Manager

SAN JOSE, CA 95133 (D)
408-272-0100
697 Lenfest Road
BOB MUNDT, Division Manager

TUCSON, AZ 85703 (D)
602-622-8808
P.O. Box 5726
TED PATTERSON, Division Manager

DUBLIN, CA 94568 (D)
415-833-0606
P.O. Box 2444
DAVID L. ALLEN, Division Manager

LOS ANGELES, CA 90022
213-725-3700
P.O. Box 22248

LONG BEACH, CA 90801 (D)
213-537-0030
P.O. Box 940
ROBERT BALDWIN, Vice President Controller
FRANK ANDRUSS, Division Manager

FAIRBANKS, AK 99706 (D)
907-452-1697
P.O. Box 60357
STEPHEN M. LINDEMAN, Branch Manager

IDAHO FALLS, ID 83402 (D)
208-522-3924
P.O. Box 370
JERRY N. PARMER, Branch Manager

MEDFORD, OR 97501 (D)
503-772-2610
P.O. Box 38
CHARLES HARWOOD, Branch Manager

PORTLAND, OR 97208 (D)
503-654-6560
P.O. Box 3229
ERNEST J. BLATNER, Division Manager

SEATTLE, WA 98124 (D)
206-872-2800
P.O. Box 3506
WARD GARDNER, Division Manager

SPOKANE, WA 99220 (D)
509-535-0164
P.O. Box 3628
DAVID SPRAUL, Div. Manager

ANCHORAGE, AK 99510 (D)
907-276-1735
P.O. Box 101942
ROBERT MCDOUGAL, Division Manager

BOISE, ID 83707 (D)
208-342-6010
P.O. Box 7447
FRANK E. HARRIS, Division Manager

Garrett-Buchanan Co. (D)
PHILADELPHIA, PA 19153
215-492-1776
7575 Brewster Avenue
MARC J. HEPPE, Vice President
QUINCY T. JONES, Vice President
CHARLES W. SHANE, Vice President
JOHN M. CONSIDINE, Vice President
JOSEPH LABENZ, Executive Vice President
JOSEPH WOLF, Vice President
VINCENT J. SANTORE, Vice President
CHARLES ROBERTS, Vice President
VICTOR A. BAKER, Vice President
JOSEPH E. LEVINS, Philadelphia Division Manager

ALLENTOWN, PA 18105 (D)
215-797-0760
P.O. Box 1519
WILLIAM P. FONZONE, Division Manager
MICHAEL C. HARRIS, Sales Manager

COLUMBIA, MD 21046 (D)
301-381-8585
9526 Berger Road
PHILIP L. KNAB, Division Manager
WENDELL THOMAS, Sales Manager

LANCASTER, PA 17602 (D)
717-393-3995
210 Wohlsen Way
West Industrial Park
DOUGLAS M. SAUNDERS, Division Manager

READING, PA 19603 (D)
215-374-8241
Reed & Elm Streets
RUSSELL L. BERKENSTOCK, JR, Division Manager

Unijax Inc. (D)
JACKSONVILLE, FL 32207
904-398-3181
1301 Gulf Life Drive
HAMILTON J. BISBEE, President
RONALD E. DAVIS, Executive Vice President
WALTER R. JOHNSON, Vice President Marketing
J.O. MACON, Vice President
ROGERT BROWN, Vice President
DAVID M. SELL, Vice President Printing Paper
CARROLL E. BRIZENDINE, Vice President Marketing
CECIL A. McCLARY, Vice President, Human Resources
JERRY BERNSTEIN, Vice President-Data Systems
RICHARD D. CARLOW, Vice President Credit
MICHAEL R. SIMPSON, Controller

ALEXANDRIA, VA 22314 (D)
703-684-0120
1456-A Duke Street
RICH WARD, Sales Supervisor

ATLANTA, GA 30318 (D)
404-355-6460
1595 Marietta Blvd. N.W.
NEAL ESTES, General Manager
MICHAEL L. WARD, Industrial Sales Manager

AUGUSTA, GA 30906 (D)
404-736-7027
1823 Gordon Highway
BRUCE CHAVIS, Customer Service

CHARLESTON, SC 29405 (D)
803-747-5745
3801 Meeting Street Rd.
DEWEY MCCULLEN, General Manager

CHARLOTTE, NC 28216 (D)
704-392-9341
1000 Hoskins Road No.
JOHN PFEIFFER, General Manager
MIKE TARLTON, Printing Sales Manager
JOHN JOHNSEN, Operations Manager

COLUMBIA, SC 29202 (D)
803-799-1190
845 Rosewood Drive
ROGER BROWN, Reg. Vice President
JOSEPH R. RYAN, Printing Sales Manager
WAYNE MINICK, Industrial Sales Manager

COLUMBUS, GA 31902 (D)
404-327-7448
1553 Blanchard Blvd.
MIKE HILLIS, General Manager

DOTHAN, AL 36301 (D)
205-794-3183
304 Inez Road
FLOYD TERRELL, General Manager

NO. FT. MYERS, FL 33918 (D)
813-543-6061
7984 Interstate Ct. N.E.
P.O. Box 3515
RUSS LAROCQUE, General Manager

GREENVILLE, SC 39601 (D)
803-271-1580
42 Cleveland Street
JIM FOY, Operations Manager

JACKSON, TN 38301 (D)
901-427-4406
154 Rosedale Street
A.G. HILLIARD, General Manager

JACKSONVILLE, FL 32205 (D)
904-783-0550
330 Stevens Street
GEORGE BRYDON, Regional Vice President
THOMAS WATSON, Industrial Sales Manager
JEFF THOMPSON, Printing Sales Manager

MACON, GA 31206 (D)
912-784-9000
7515 N.E. Industrial Blvd.
BRAD KIRK, General Manager
ROGER BATES, Printing Sales Manager

MEMPHIS, TN 38118 (D)
901-362-7590
4259 Delp Street
PAUL STEWART, General Manager
DOUG HALE, Industrial Sales Manager

MIAMI, FL 33166 (D)
305-885-4711
8150 NW 74th Avenue

P

JOHN A. MUTHE, Regional Vice President
CATHERINE BROWN, Printing Sales Manager
JOSE ENCINOSA, Industrial Sales Manager

MOBILE, AL 36607 (D)
205-478-8456
3200 Crichton Street
JIM MILLIKEN, General Manager
LEE JONES, Printing Sales Manager

NEW ORLEANS, LA 70186
504-244-9301
246 Harbor Circle
FRED ADICKES, Operations Manager
PAT NORMAND, Ind. Sales Manager

NORFOLK, VA 23502 (D)
804-857-6251
3809 Progress Road
JIM FIVES, General Manager
PAT DUNSTON, Printing Sales Manager
JUNE BREWBAKER, Industrial Sales Manager

ORLANDO, FL 32854 (D)
305-293-7461
2729 Hansrob Road
ROBERT C. BREEDLOVE, General Manager
ROBERT A. HARRIS, Printing Sales Manager
BILL LIBBE, Industrial Sales Manager

PENSACOLA, FL 32501 (D)
904-434-2743
680 Heinberg Street
PETE WOOD, Industrial Sales Manager
JIM MILLIKEN, General Manager

RALEIGH, NC 27609 (D)
919-828-7231
800 East Six Forks Road
WILLIAM R. LOGAN, Regional Vice President
ROBBIE GRIFFIN, Ind. Sales Manager
WILLIAM THOMAS, Operations Manager

RICHMOND, VA 23230 (D)
804-359-4491
2401 Dabney Road
TONY ABLE, Regional Vice President
BILL VENNER, JR., Industrial Sales Manager
TOM WRIGHT, Operations Manager
JACK COLLISON, Printing Sales Manager

ROANOKE, VA 24112 (D)
703-343-1741
10th & Tinker Streets
P.O. Box 2611 (24179)
RON SOWER, General Manager
DUNCAN HALES, Printing Manager

SAVANNAH, GA 31401 (D)
912-236-1366
216 E. Lathrop Avenue
REX HOBGOOD, General Manager
JAMES BULLOCK, Printing Sales Manager
GEORGE MONROE, Operations Manager

TALLAHASSEE, FL 32316 (D)
904-576-4181
2834 Roberts Avenue
RON SCHOMBURGER, General Manager
PAUL MILLER, Industrial Sales Manager

TAMPA, FL 33610 (D)
813-236-5781
2614 E. Henry Avenue
FRANK BANKS, General Manager
JIM ROBERTS, Printing Sales Manager
JACK KELLEY, Industrial Sales Manager

VALDOSTA, GA 31601 (D)
912-242-8274
1612 James P. Rogers Drive
J.O. MACON, General Manager

WEST PALM BEACH, FL 33409 (D)
305-471-0885
2215 No. Military Trail
Unit R
BERNIE VALDES, Sales Manager

WINCHESTER, VA 22601 (D)
703-667-3330
1908 Paper Mill Road
STEVE LEWIS, General Manager

NASHVILLE, TN 37207 (D)
615-228-2984
3217 Ambrose Ave.
RON DANIEL, General Manager
RUTH WILLIS, Office Manager

HUNTINGTON, WV 25704 (D)
304-522-0331
250 W. 12th St.
LEONARD HILL, JR., General Manager
KENNETH G. MCGLOTHLIN, Operations Manager
JERRY BENNETT, Industrial Sales Manager

Union Paper Co. (D)
CLARKSTON, WA 99403
208-743-4533
P.O. Box 517
MICHAEL MCGINNIS, President
STACY MCGINNIS, Vice President
RICHARD RENFORD, Sales Manager
PATRICIA JOHNSTON, Treasurer

DETROIT, MI 48216 (D)
313-496-1600
2121 West Fort Street
R.V. HONKA, Vice President
KENNETH MANGAN, Controller
R.R. TESS, Operations Manager

Viking-Criterion Paper Corp. (I)
MASPETH, NY 11378
718-392-7400
P.O. Box 88
SHELDON KORN, President

Paper Corp. of the U.S.
(see Paper Corp. of America)

Paper Development Corp.
(see Morrisette Paper Company)

Paper Distributors, Inc. (D)
P.O. Box 1539
2221 Sycamore St.
HARRISBURG, PA 17105
717-234-4957
VANCE L. SCOUT, President
DOUGLAS E. SCOUT, Vice President

Paper Enterprises, Inc. (I)
850 E. 140th Street
BRONX, NY 10454
212-292-1222
HERBERT L. SEDLER, President
JAMES L. TILZER, Vice President
JORDAN SEDLER, General Manager
JOSEPH LYNCH, Chief Financial Officer
JAMES SHERIDAN, Account Manager
JOHN BOMBA, Vice President Sales
HOWARD COHEN, Director M.I.S.
RICHARD GREENE, Vice President
BEN SCHECK, Manager Sanitary Maintenance Div.
JERRY KELLER, Manager Dist. Svcs.

The Paper Factory, Inc. (D)
P.O. Box 498
SOUTHAMPTON, PA 18966
215-364-8000
JON SLUTZKY, President
ABE GARFINKEL, Vice President Finance
MICHAEL J. DOHERTY, Vice President-operations
GENE COHEN, Vice President Marketing
HOWARD SHERMAN, Sales Manager
SHIRLEY ARNOW, Controller

The Paper Group, Inc. (P)
2901 W. 36th Place
CHICAGO, IL 60632
312-376-8341
JOHN J. DWYER, President
JOSEPH S. PESOLE, Executive Vice President
WILLIAM H. CROTTY, Sales Manager
DONALD F. KULLA, Sales Manager
MARVIN E. NELSON, Sales Manager
JOSEPH J. WROBEL, Vice President/ Operations

Paper Mart (I)
5959 Corvette Street
LOS ANGELES, CA 90040
213-726-8200
MARIANNA FRICK, President

Paper Materials Co. (I)
905 Montague Expressway
MILPITAS, CA 95035
408-262-8001
ROBERT LEEKLEY, Chairman And President
B. LEE LEEKLEY, Treasurer

Paper Merchants
(see Carter Rice)

Paper Mills Agency, Inc. (P)
1213 First Avenue South
SEATTLE, WA 98134
206-622-6156
JOHN F. BRADLEY, President
JERRY A. NETH, Vice President
FRANCES M. BRADLEY, Treasurer

The Paper Outlet
(see Paterson Card & Paper Company)

Paper Party, The
(see Weiss Paper Co., Inc.)

Paperpoint of Grand Rapids
(see Southon Paperpoint, Inc.)

Paperpoint of Kalamazoo
(see Southon Paperpoint, Inc.)

Paperpoint of South Bend
(see Southon Paperpoint, Inc.)

Paper Products Co.
(see Century Papers, Inc.)

Paper Products Co.
(see WWF Paper Corp.)

Paper Products Co., Inc. (I)
P.O. Box 7066
MOBILE, AL 36601
205-473-4431
W.V. MCRANEY, SR., President
W.V. MCRANEY, JR., Vice President
P.H. POTTER, General Manager
A.B. BYRD, Sales Manager

Paper Products Co. Inc. (I)
36 Terminal Way
PITTSBURGH, PA 15219-1285
412-481-6200
DAN R. LACKNER, President
DOUGLAS F. TOWNSAND, Vice President Sales
J. JOSEPH LACKNER, Treasurer
PAUL F. LACKNER, General Sales Manager
ROBERT BLACK, Sales Manager

Paper Quick
(see Paterson Card & Paper Company)

Paper Sales Inc. (I)
151 N. Rock Island
WICHITA, KS 67202
316-267-0788
FRANK D. HAMRICK, President
MARLYN A. HAMRICK, Vice President

Paper Service Company Inc. (I)
P.O. Box 970
MANKATO, MN 56001
507-625-7931
N. BRUCE WHITE, President
JON L. TEESLINK, General Manager

The Paper Shack
(see Butler Paper Co.)

The Paper Shack & Container (I)
P.O. Box 5632
BOSSIER CITY, LA 71171
318-746-4108
LIONEL W. ELTIS, President
ERNESTINE SCHRAM, Vice President
SHIRLEY M. ELTIS, Vice President

Paper Supply Company
(see CDA Distributors)

Paper Supply Co.
(see Fulton Paper Co., Inc.)

The Paper Supply Company (D)
2915 Southwest Boulevard
KANSAS CITY, MO 64108
816-753-5757
DONALD TRANIN, President
BEN TRILLIN, Executive Vice President

Paper Tech, Inc. (P)
5501 L.B.J. Freeway
DALLAS, TX 75240
214-458-9811
SYD WAGHORNE, Chairman Of The Board
JOHN WAGHORNE, President
JIM MATHEWS, Controller

Papier-Treuhandgesellschaft, M.B.H. (D)
Gumpendorfer Strasse 6
1060 Wien
AUSTRIA, A-1060
(0222)58 886-0
ROLAND SANDNER, Director

Papirgrossistenes (75) (D)
Landsforening-P.O. Box 2475 SOLLI
Drammensveien 30
OSLO 2, NORWAY
(02) 55-95-00
JAN HENRIK BOWMAN, Chairman
MICHAEL ANDVORD, Vice-Chairman

Pappersgruppen AB (D)
P.O. Box 1004
S-43126 MOLNDAL, SWEDEN
BERNHARD GUSTAFSSON, Chairman
FRANS JOHANSON, Managing Director

Pegenova AB (D)
S-43123 MOLNDAL, SWEDEN
P.O. Box 183
BERNHARD GUSTAFSSON, Managing Director

Paragon Packaging Products (I)
P.O. Box 1
GIRARD, PA 16417
814-774-9621
DANIEL E. WINGERTER, President And Treasurer
KENNETH E. GRIFFIN, Marketing Manager
BARBARA K. WINGERTER, Vice President

Paragon Paper Corp. (D)
657-673 Evans Street
CINCINNATI, OH 45204
513-921-2345
C. JOHN WITTROCK, JR., President & Treasurer
F.Y. WITTROCK, Vice President
STUART C. WITTROCK, Vice President Marketing
CHARLES J. WITTROCK, III, Comptroller

Parker Paper Products, Inc. (I)
705 Kenilworth Avenue
CHERRY HILL, NJ 08002
609-665-0497
RICHARD PARKER, President
DORIS W. PARKER, Vice President
SANDRA P. FARRELL, Treasurer

Parker Wholesale Paper, Inc. (D)
P.O. Box 751
BASTROP, LA 71220
318-281-4293
CHARLES E. PARKER, Owner-president

Frank Parsons Paper Co., Inc. (P)
2270 Beaver Road
LANDOVER, MD 20785
301-386-4700
DOUGLAS T. PARSONS, President
THOMAS T. CHAMBERS, Chairman Of The Board
DONALD F. MALANEY, Executive Vice President
ARTHUR M. KELEHER, Executive Vice President
PAUL L. STUTTS, Secretary-Treasurer
WAYNE ROMERO, Controller
GEORGE L. TRAINOR, Vice President
PETER A. WATHEN, Vice President

White-Rose Paper Co., Inc. (P)
BALTIMORE, MD 21227
301-247-1900
4665 Hollins Ferry Road
THEODORE IMBACH, President
RODNEY W. SHELTON, Vice President
HAL C. WHITAKER, Vice President
ROBERT S. BARBER, Vice President
PETER SEOANE, JR., Vice President & Sales Manager

Passaic-Bergen Paper Company (I)
33 California Avenue
PATERSON, NJ 07503
201-523-1100
ROBERT E. DUNN, President
ROSE M. DUNN, Vice President
RONALD B. DUNN, Treasurer

Patco, Inc. (I)
1400 N. Dayton Street
CHICAGO, IL 60622
312-664-4641
PAULINE A. ACHTERFELD, President
JOSEPH D. ACHTERFELD, Treasurer

Paterson Card & Paper Company (P)
P.O. Box 2286
PATERSON, NJ 07509
201-278-2410
ALAN S. PRELL, President
MIKE PRELL, Vice President
JOHN CAFFASO, General Manager

Paper Quick (P)
PENNSAUKEN, NJ 08110
609-663-8424
9120 B. Pennsauken Highway
FRANK COAR, Branch Manager

The Paper Outlet (P)
DELRAY BEACH, FL 33445
305-276-4334
1155 South Congress Avenue
BEN EBENSTEIN, Branch Manager

Pelican Paper Co., Inc. (I)
P.O. Box 30069
NEW ORLEANS, LA 70190
504-522-8886
MOISE SCHORNSTEIN, President
DONALD K. PEYTON, Vice President
SAM GAINSBURGH, Treasurer
STEVE MARTINY, Manager
JAY TINES, Sales Manager

Peninsula Paper Co.
(see West Coast Paper Co.)

Peninsular Paper Company (I)
P.O. Box 1197
TAMPA, FL 33601
813-621-3091
J.D. CLARKE, JR., President
R.S. CLARKE, Vice President
KAREN CLARKE, Treasurer

ORLANDO, FL 32808 (I)
305-298-4720
3012 Shader Road
THOMAS H. BURNETT, General Manager

Penn Jersey Paper Company (I)
2801 Red Lion Road
PHILADELPHIA, PA 19154
215-671-9800
THOMAS R. FURIA, SR., President
THOMAS R. FURIA, JR., General Manager
ALBERT RENZI, Treasurer
JAMES SCHAPPERLE, Sales Manager
LEONARD MULDOON, General Sales Manager
BUD STEINBROIN, Sales Manager
JOHN RILLI, Sales Manager
KEVIN HOGAN, Sales Manager

Penn State Paper & Box Co. (I)
P.O. Box 1906
323 Sumner Street
ALLENTOWN, PA 18105
215-433-7468
ERCOLE SPINOSA, Chief Executive Officer
STANLEY MORGANSTEIN, President
ALFRED J. BECK, Treasurer
DAVID J. SPINOSA, Controller
TIMOTHY M. SPINOSA, Sales Manager

Penn Valley Chemical Company (I)
Penn Street & Krieble Avenue
LANSDALE, PA 19446
215-855-1878
G.F. O'BRIEN, President
JAMES J. HANRATTY, Vice President

Perkins-Goodwin Co., Inc. (D)
1 Rockefeller Plaza
NEW YORK, NY 10020
212-246-8500
R.T. O'HARA, Executive Vice President
F. ZAPATA, Vice President-Gen. Mgr

NORTHFIELD, IL 60093 (D)
312-446-4360
540 Frontage Road
JOHN BURZIK, Vice President

Peters Papers (PTY) Ltd (D)
P.O. Box 776
JOHANNESBURG 2000

P

SOUTH AFRICA
(011) 683-6915
G.E. BORTOLAN, Managing Director
P. SCHUTTE, Branch Manager

Peterson Paper Co. (D)
301 E. Second St.
DAVENPORT, IA 52801
319-323-9946
R.W. PETERSON, President
RUDOLPH DALL, Vice President
T.P. HOLLOWELL, Treasurer

Piedmont National Corp. (I)
P.O. Box 20118
ATLANTA, GA 30325
404-351-6130
ALBERT MARX, President
HUGH MARX, Chairman Of The Board
GEORGE ROBBINS, Executive Vice President-Sales
JACK DELEON, Vice President-Purchasing
DON COLTER, Administrative Vice President
GARY MARX, Assistant to President
LEWIS MELIKIAN, Dir. of Marketing & Sales
MIKE LEY, Div. Mgr. Packaging

Robert Pilcher Paper Company (I)
P.O. Box 428
JOLIET, IL 60432
815-726-4328
BRUCE FLEISHER, President
PATRICK HEENAN, Vice President
ROBERT FLEISHER, Vice President
TOM WILLETT, Branch Manager

Pioneer Paper And Plastics (I)
5201 Kings Road
JACKSONVILLE, FL 32205
904-354-5501
EDWARD J. FARHAT, Chairman Of The Board
FREDDY E. FARAH, President
JOHN G. FARHAT, Vice President

Pioneer Stimpson (I)
35 Lambert Lind Highway
WARWICK, RI 02886
401-732-3523
ROBERT L. HIRSCHHORN, President
ARTHUR KORETSKY, VP & General Manager

Pitt Plastics, Inc. (I)
1400 Atkinson Ave.
PITTSBURGH, KS 66762
316-231-4030
CRAIG CURRIER, President
CRAIG LUSKER, Sales Manager

Plastic Bag Corp.
2715 W. Grant St.
BELLWOOD, IL 60104
312-544-6192
ROBERT G. JONES, President

Plymouth Paper Company, Inc. (P)
242 Suffolk Street
HOLYOKE, MA 01040
413-536-2810
JOSEPH W. SHAW, Vice President
JOHN W. DIETEL, Vice President
ARMAND C. HACHEY, Vice President
M. S. NORRIS, Treasurer

Pollock Corrugated Container
(see Pollock Paper Distributors)

Pollock Paper Distributors (I)
P.O. Box 660005
DALLAS, TX 75266-0005
214-428-7441
LAWRENCE POLLOCK, JR., President
ROBERT L. ENNIS, Executive Vice President
LOUIS R. COHEN, Merchandising Manager
BRYCE PEYTON, Manager
WESLEY VERNON, Controller

DALLAS, TX 75266 (I)
214-428-7441
P.O. Box 660005
STEVE TAYLOR, Manager
CHARLES MORTON, Manager
THOMAS SAUR, Sales Manager

GRAND PRAIRIE, TX 75050 (I)
(Fort Worth Div.)
817-834-7371
1414 N. Carrier Pkwy W
L.S. POLLOCK, III, Manager
DAVID NORTH, Sales Manager

HOUSTON, TX 77252 (I)
713-861-4571
P.O. Box 2522
SANFORD JACOBS, Manager
DAVID TRAPP, Sales Manager

SAN ANTONIO, TX 78204 (I)
512-226-5181
P.O. Box 9223
JOE F. EVANS, Manager
RICHARD BERK, Manager
TIMOTHY VAN DELDIN, Sales Manager

AUSTIN, TX 78703 (I)
(Austin Chemical Division)
817-752-9263
302 Bowie
WILLIAM TOLIVER, Manager

GRAND PRAIRIE, TX 75050 (I)
(Support Group)
214-988-1988
1430 W. No. Carrier Pkwy.
LAWRENCE POLLOCK, III, Manager

WICHITA FALLS, TX 76307 (I)
817-766-4301
P.O. Box 5007
ROGER ARNOLD, Manager

Pollock Corrugated Container (I)
GRAND PRAIRIE, TX 75050
214-988-1988
1430 W. No. Carrier Pkwy.
THOMAS YOUNGBERG, General Manager

Texas Paper Co.
DALLAS, TX 75207
214-748-8731
P.O. Box 10627
STEPHEN HOLLERN, General Manager
MICHAEL HOLLERN, Sales Manager

Polyplast Group Inc. (P)
A Div./Polymer United Brands
9210 NW 12th Street
MIAMI, FL 33172
305-592-8009
ROBERT K. RULAND, General Manager
GILBERT WORTHINGTON, Marketing Manager
BENJAMIN ORTEGA, Marketing Manager
JOSE AGUIAR, Controller
DONALD WESTBROOK, Sales Manager

Ponderosa Paper Company
(see Sunclipse, Inc.)

Porters Supply Company, Inc. (I)
208 South Pulaski Street
BALTIMORE, MD 21223
301-566-5500
NORMAN GILDEN, President
MILES GILDEN, Vice President
BILL WHITE, Sales Manager

Portsmouth Paper Co. (I)
4 Cutts Street
P.O. Box 600
PORTSMOUTH, NH 03801
603-436-1910
BERNARD GOODMAN, President
SHELDON KRASKER, Chairman of the Board/Treas.
SHELDON GOODMAN, Vice President/General Manager
MILTON F. TODD, Controller/Vice President
STEVEN M. GOODMAN, Vice President
CRIS T. GOODMAN, Vice President

Prescotech Company (I)
1001 West Oak St.
P.O. Box 10068 / Station D
1001 West Oak St.
LOUISVILLE, KY 40210
502-585-5866
LARRY P. GUIGNON, President

ERIE, PA 16512 (I)
814-456-5351
P.O. Box 676
WARREN SAWICKI, Division General Manager

BUFFALO, NY 14240-1630
716-856-2422
P.O. Box 1630

CHEEKTOWAGA, NY 14227 (I)
716-856-2422
1199 Harlem Road

LOUISVILLE, KY 40210 (I)
502-585-5866
1001 West Oak Street
LARRY GUIGNON, President
MATTHEW SCHOEN, Controller

AKRON, OH 44306 (I)
216-724-5574
1779 Marvo Drive

FORT SMITH, AR 72901 (I)
501-646-2973
3233 South Zero Street
RICHARD D. FRANSEN, Division General Manager

EVANSVILLE, IN 47711 (P)
812-424-3392
P.O. Box 4362
RICHARD B. BISCHOFF, Division General Manager

Prescotech-Orcon Group (I)
ROCHESTER, NY 14624
716-247-5400
5 Marway Circle
BRUCE OLSON, General Manager

Presto Paper Co., Inc. (I)
140 West 22nd Street
NEW YORK, NY 10011
212-243-3350
THOMAS M. ROSENTHAL, President
BRIGITTE ROSENTHAL, Vice President

Printing Papers, Inc. (P)
2328 Cantrell Road
LITTLE ROCK, AR 72202
501-372-5999
BING E. PRIEST, President

Pritty Pak
(see Bunzl Corp.)

Proctor Paper Company (D)
60 Dix Street
LOWELL, MA 01852
617-452-6549
RICHARD PROCTOR, President
C. ROBERT PROCTOR, Vice President
RICHARD PROCTOR, Treasurer

Pyramid Paper Company (D)
6510 N. 54th Street
TAMPA, FL 33610
813-621-6446
JOHN O. MILLER, President
KAY V. MILLER, Vice President
CECIL SMITH, Sales Manager

Alfred Quaife & Co. Ltd. (D)
Ennerdale House
273 Abbeydale Road
WEMBLEY, MIDDX.
HA0 1PZ ENGLAND
01-998-7725
G. S. CHRISTIE, Chairman
D. A. FORDHAM, Managing Director
M. SCOTT, Managing Director

WEMBLEY, MIDDLESEX HA0 1PZ (D)
01-997-6661
Ennerdale House
274 Abbeydale Road
M. WINDETT, Director

CHATHAM, KENT, ENGLAND (D)
Ennerdale House
4 Revenge Road
R. SEYMOUR, Manager

LUTON BEDFORDSHIRE, ENGLAND (D)
Ennerdale House 3 Finway
Dallow Road
J. WALLIS, Director

WALTHAM ABBEY, ESSEX, ENGLAND (D)
Unit 15
Lea Park Industrial Estate
B. ARMITAGE, Director

MOUNT FARM, ENGLAND (D)
Unit 1 Grove Ash Dawson Rd
MILTON KEYNES, MK1 1BZ

BUCKINGHAMSHIRE, ENGLAND (D)
Ennerdale House
9 Wooburn Industrial Park
M. WEATHERLEY, Manager

BEDFORD, ENGLAND (D)
3 Lurke Street

Quaker City Paper & Chemical (I)
P.O. Box 1986
YORK, PA 17405
717-843-9061
PAUL E. NEWCOMER, President
ALEXANDER MONTEITH, Executive Vice President
JOSEPH P. STAUFFER, Vice President

Quality Paper, Inc. (I)
96 High St.
N. BILLERICA, MA 01862
617-663-9700
MIKE STEINBERG, V.P. Operations
JOHN CAPPADONA, President & CEO
L. JAMES SOBEL, Executive V.P. & General Mgr.
DAN DELLACAMERA, V.P. Operations

Queensboro Paper Corp. (P)
95-26 Sutphin Blvd.
JAMAICA, NY 11435
718-739-7215
WILLIAM C. CARRIER, President
STEVEN W. CARRIER, Vice President
JACK GELLMAN, Vice President

Quimby-Walstrum Paper Co. (P)
2944 Walkent Drive N.W.
GRAND RAPIDS, MI 49504
616-784-4700
JON RICHARDSON, President
RICK TIETEMA, Vice President Oper
ROBERT R. BOWER, Executive Vice President
DONALD BUTLER, Treasurer
ROBERT J. VOS, Vice President-Marketing

R & D Paper Company (I)
Brooklyn Navy Yard
BROOKLYN, NY 11205
718-852-4676
DAVID GUTTMAN, President

RMA/KOLKO Corporation (I)
P.O. Box Q
ROCHESTER, NY 14623
716-328-9500
J. HERBERT OGDEN, JR., Chairman
SAMUEL W. KOLKO, President
M. J. KOLKO, Executive Vice President
JAMES W. STENGER, Executive Vice President
CHARLES SCHWARTZ, Vice Chairman
JACK PEARSON, Vice President Commercial Sales

UTICA, NY 13501 (D)
2650 Remington Road
ALAN SCHACHTER, Manager

Randolph Paper Company (I)
105 W. Adams
CHICAGO, IL 60603
312-738-1700
SYDNEY FEINBERG, President & Treasurer
CRAIG A. LOTSOFF, Executive Vice President
GERALD W. SMITH, Executive Vice President
GERALD BARECK, Executive Vice President
DAVID MAROSE, Executive Vice President
RUSSELL RABJOHNS, Executive Vice President

Redstone Paper Co.
(see Affiliated Paper Companies)

Reed Paper & Party Outlet
(see Reed Paper Co., Inc.)

Reed Paper Co., Inc. (I)
P.O. Box 1704
LEWISTON, ME 04240
207-784-1591
MICHAEL C. REED, President
JOHN CAMPBELL, Vice President-General Manager
MICHAEL DURGIN, Sales Manager

BANGOR, ME 04401 (I)
207-945-9636
24 Larkin Street
SHARON TOOTHAKER, Branch Manager

Reed Paper & Party Outlet (I)
LEWISTON, ME 04240
207-784-0852
Marketplace Mall
Main Street
BRUCE ADAMS, Branch Manager

AUBURN, ME 04210 (I)
207-786-3628
386 Minot Ave
SUE STEWART, Branch Manager

Regal Envelope Company, Inc.
(see WWF Paper Corp.)

Reid Paper Company, Div. of Steindler Paper Company
(see CDA Distributors)

Reliable Paper Co. (D)
P.O. Box 13397
MILWAUKEE, WI 53213
414-258-1200
PHILIP K. HARVEY, President
TERRENCE B. GILBOY, Vice President
ANTHONY N. HEINZ, Treasurer
DONALD SPANKOWSKI, Vice President
JAMES G. PHILLIPS, Vice President, Marketing
BARRY T. HENTZ, Vice President, Sales
ANTON JERAS, Vice President/Operations

APPLETON, WI 54911
414-731-0311
2300 American Drive

Combined Packaging Inc. (D)
APPLETON, WI 54911
414-731-8551
2300 American Drive
CHARLES R. MILLER, President

Renard Paper Co. Inc. (I)
4465 Manchester Avenue
ST. LOUIS, MO 63110
314-371-4422
HENRI E. RENARD, Chairman
DAVID A. RENARD, President
D. M. RENARD, Vice President
MARGARET R. DROEGE, Vice President
PAUL H. RENARD, Vice President
JOHN M. RENARD, Vice President

Reuben Schneider Co. (I)
1926 W. North Lane
PHOENIX, AZ 85021
602-242-5929
REUBEN SCHNEIDER, President
JOSEPH J. SCHNEIDER, Vice President
GLORIA SCHNEIDER, Treasurer

Richards & Simmons, Inc.
(see Jordan Paper Products, Inc.)

Rinn, G. A., Paper Company
(see Killhour Commercial Paper Company)

Ris Paper Company, Inc. (P)
1225 Franklin Avenue
GARDEN CITY, NY 11530
516-742-2424
HOWARD C. RIS, Chairman Emeritus
WILLIAM G. GROB, Vice Chairman
BENJAMIN W. KRIEGER, President & CEO
THOMAS WALDEN, III, Chairman
RAYMOND G. MCGINNESS, Treasurer
FRED J. LOMBINO, Vice President-Operations
PETER W. STROPLE, Vice President Finance
GORDON SNYDER, MIS Director

WOBURN, MA 01888 (P)
617-938-1800
499 Wildwood St.
P.O. Box 4027
RICHARD C. ROGERS, President
RAYMOND G. McGINNESS, Vice President & Treasurer
DONALD STOCKWELL, Vice President & Sales Manager
GORDON RAYMOND, Manager

CONCORD, NH 03301 (P)
603-225-5545
6 Park St.
P.O. Box 492
WILLIAM E. STEELE, Manager

DALLAS, TX 75248
214-931-0111
7009 Duffield Dr.

PROVIDENCE, RI 02904 (P)
401-467-9450
350 Allens Avenue
GORDON H. ROBERTSON, Manager

ROCKY HILL, CT 06067 (P)
203-563-8211
1000 Elm Street
P.O. Box 459
RICHARD M. KEEVERS, Vice President
DANIEL T. KEEFE, Sales Manager

CAPITOL HEIGHTS, MD 20743 (D)
301-336-8833
9101 E. Hampton Dr.
P.O. Box 8564
LLOYD O. HOFFMAN, JR., President
FRANK P. WILLIAMS, III, Treasurer
BILL CLARK, Vice President, Sales Manager

R

PENNSAUKEN, NJ 08110 (P)
609-488-0800
1705 Suckle Highway
JOSEPH GIORDANO, President
GEORGE MICK, Treasurer
DAVID DISTISIO, Manager

BALTIMORE, MD 21230 (D)
301-539-1270
1220 Key Hwy.
WILLIAM M. PIGG, Branch Manager

ALBANY, NY 12205 (P)
518-438-1774
116 Railroad Ave.
P.O. Box 5128
JOHN PATTENAUDE, Manager

ALLENTOWN, PA 18103 (D)
215-434-4411
444 East Cedar Street
MICHAEL HNAT, Vice President

LONG ISLAND CITY, NY 11101 (P)
718-392-8100
45-11 33rd Street
KENT L. CARSON, President
ISABEL DELIBERTI, Treasurer
FREDERIC BENNETT, Executive Vice President

RICHMOND, VA 23231 (D)
804-222-7660
4222 Sarellen Road
ADIE TEMPLETON, Branch Manager
TIMOTHY SHEEY, Sales Manager

CINCINNATI, OH 45214 (D)
514-721-2163
1221 Harrison Avenue
JACK B. SCHNEIDER, President
THOMAS A. BASTI, Treasurer
THOMAS J. MALONEY, Vice President

COLUMBUS, OH 43216 (D)
614-274-1155
2365 Scioto Harper Dr.
P.O. Box 2259
ERWIN L. MICHEL, JR., Vice President-Manager

DAYTON, OH 45404 (D)
513-222-7829
1200 Leo Street
JAMES M. TROXELL, Vice President-Manager

INDIANAPOLIS, IN 46206 (P)
317-635-5506
1302 Stadium Dr.
P.O. Box 363
DONALD R. CHAMNESS, Vice President

WEST HAVEN, CT 06516
203-937-1234
240 Frontage Rd.
TOM SCANLON, Operations Manager

Walker Goulard Plehn Co. (D)
GARDEN CITY, NY 11530
516-683-3390
1225 Franklin Avenue
CHRISTIAN O'CONNOR, President

Garden City Paper Intl. (D)
PENNSAUKEN, NJ 08110
609-488-2211
1705 Suckle Highway
P.O. Box CN-7
TOM TANGUAY, Vice President, General Manager
JOE O'NEILL, Manager

SOUTH BEND, IN 46619 (P)
219-287-1541
1402 S. Olive St.
P.O. Box 3009
PHILLIP SINCLAIR, Vice President-Manager

Rite-Away Paper Points, Inc. (D)
5432 West 111th Street
OAK LAWN, IL 60453
312-422-6534
JAMES C. MANGAN, President & Sales Manager
ROBERTA A. MANGAN, Vice President & Treasurer

River House Distributors (D)
Rd #1 West River Road North
FULTON, NY 13069
315-593-6296
RAFFAELA A. ARENA, President

Roach Paper Company
(see Distribix, Inc.)

Robert Paper Co., Inc. (D)
404 Park Avenue South
NEW YORK, NY 10016
212-673-7100
R. MILES ROBERT, Vice President

Aquatex Paper Corp. (D)
NEW YORK, NY 10016
212-673-7100
404 Park Avenue South
R. MILES ROBERT, Vice President

Roberts Paper Company (I)
P.O. Box 1029
AMARILLO, TX 79105
806-376-9814
RICHARD ROBERTS, Chairman Of The Board
RICHARD E. ROBERTS, President
BARBARA MILLER, Vice President
JOY LACY, Treasurer

Roberts Paper Co. (D)
Industrial Circle
LINCOLN, RI 02865
401-724-1000
S. DAVID ROBERTS, President
HAROLD S. ROBERTS, Executive Vice President
IRVING H. LEVINE, Treasurer
ALBERT M. SURDUT, General Manager

C. H. Robinson Paper Co. (D)
160 Fox Street
PORTLAND, ME 04101
207-773-2973
JOHN M. ROBINSON, President, C.E.O.
DAVID H. DRAKE, Vice President Gen. Manager
J. ARCHIE PRINCE, Sales Manager
KEITH MALONE, Treasurer

WOBURN, MA 01801 (P)
617-935-7550
39 Commerce Way
THOMAS QUILLANN, Vice President Gen. Manager
RICHARD CASEY, Sales Manager

Rochester Paper Co.
(see Chudy Paper Co.)

Rockford Paper & Plastics Co. (I)
P.O. Box 198
ROCKFORD, IL 61105
815-964-6729
MARK A. SULLIVAN, Vice President/ General Manager
ERVIN J. KATZ, Sales Manager

Rohner Distributors
(see CDA Distributors)

Rolland Inc., Dist. Division (P)
200 Ronson Drive, Suite 501
ETOBICOKE, ONTARIO M9W 5Z9
CANADA
416-249-7021
TERRY PITCHFORD, Executive Vice President
RUSS TURNBULL, Vice President Marketing
MARIO GAUTHIER, Vice President
DAVE COHOON, Manager Marketing Services

Select Papers (P)
MISSISSAUGA, ONTARIO L4B 1K9
416-674-2335
3190 Caravelle Drive
TED HUGHES, General Manager
BOB BURMAN, General Sales Manager
TERRY ASKIN, Sales Manager
BRIAN WATT, Sales Manager
DAVE OTLEY, Marketing Manager
GARY PEARSON, Direct Mill Service Manager
GLEN MATTHEWS, Manager

Les Papiers Graphiques (P)
MONTREAL, QUEBEC H1J 1L8
514-351-3520
10000 Ray Lawson Blvd.
BENOIT COURCHESNE, General Manager
FRANCOIS THOMAS, Sales Manager
GILLES TAILLEFER, Manager

ST. FOY, QUEBEC G1P 3S4 (P)
418-658-0116
2800 Dalton Street
ANDRE CANTIN, Branch Manager

Graphic Papers (P)
MONCTON, N.B. E1E 3R8
506-857-0016
80 Driscoll Crescent
MARK WEBSTER, Branch Manager

SCARBOROUGH, ONTARIO M1V 3N8 (P)
416-298-4440
345 Passmore Ave
JEFF TAPPING, General Manager
GARY SAWYER, General Sales Manager
GARY WILSHER, Sales Manager
KEN HAYES, Sales Manager
JIM DUPUIS, Manager

SUDBURY, ONTARIO P3E 5P4 (P)
705-673-1500
1350 Kelly Lake Road
GERALD JOLLY, Branch Manager

OTTAWA, ONTARIO K1B 3V3 (P)
613-744-0985
1228 Innes Road, Bay 303, 304
ROD VILLENEUVE, Branch Manager

ROPAK
(see CDA Distributors)

ROPAK Of Texas
(see CDA Distributors)

Rotary Paper Manifold Co. (P)
4250 United Parkway
SCHILLER PARK, IL 60176
312-678-9095
R. G. VAN DYCK, President
R. S. BULL, JR., Vice President Administration
J. KEVIN CHAPMAN, Vice President/ Sales Manager
C. T. KOUROS, Controller

Rourke-Eno Paper Co.
(see Paper Corp. of America)

Royal Paper Corp.
(see WWF Paper Corp.)

Royal Paper of NY, Inc.
(see WWF Paper Corp.)

Royal Papers, Inc. (I)
1218 South Vandeventer
ST. LOUIS, MO 63110
314-533-6215
PAUL S. PASSANISE, President
EDWARD J. NASH, Vice President

Runge Paper Co. (D)
2201 Arthur Ave.
ELK GROVE, IL 60007
312-625-6137
LEONARD E. RUNGE, Chairman Of The Board
ROGER E. BENHART, President
HEINZ A. KRUEGER, Treasurer

Russell-Field Paper Co., Inc. (D)
2801 Grant Street
BELLWOOD, IL 60104
312-544-6123
JOHN FIELD, President
HOLLIS PORTER, Vice President
VERNON FIELD, Sales Manager

SPP NEMO S-A (D)
Alameda Franco, 1054
Cerqueira Cezar CEP 01422
J. Paulista
011-881-4700
SAO PAULO, SP BRAZIL
MAX FEFFER, Executive Vice President
JOSE TADEU MUNIZ, Marketing Manager

Saalfeld Paper Company (I)
2701 Spring Grove Avenue
CINCINNATI, OH 45225
513-542-7100
CLEM SAALFELD, President
CARL LIENHART, Vice President
MIKE STRUNK, Vice President
ROBERT SAALFELD, Chairman

Salem Paper Co. (I)
16 Broadway
SALEM, MA 01970
617-744-3323
HERBERT ABLOW, President-Sales Manager

San Luis Paper Company (I)
P.O. Box 1859
SAN LUIS OBISPO, CA 93406
805-544-5656
HAROLD LARSON, President
HILDING LARSON, Vice President
DEBBIE HOFFMAN, Treasurer

Saxon Paper
(see Paper Corp. of America)

Schilling Paper Company, Inc. (D)
LaCROSSE, WI 54602
122 Buchner Pl.
608-784-4517
ALLAN E. SCHILLING, JR., President
JOHN P. SCHILLING, Vice President

ROCHESTER, MN 55901 (D)
507-288-8940
1620 N.W. 7th Street
JOHN SCHILLING, Branch Manager
DAVE HAWKINS, Sales Manager

AUSTIN, MN 55912-3676 (D)
507-433-3447
1210 N.E. 14th Street

EAU CLAIRE, WI 54701 (D)
715-834-5335
3110 Louis Avenue

MADISON, WI 59704
608-257-1500
DAC Sales
1425 East Dayton St.

Schnaible Service & Supply Co. (I)
P.O. Box 1453
LAFAYETTE, IN 47902
317-742-0280
O. U. SULLIVAN, Chairman of the Board
DONALD JAY STEIN, President
JAMES W. WARD, Vice Pres. & Gen. Mgr.
THEODORE KLINE, Treasurer
GALE SCHNAIBLE, Director of Sales

BLOOMINGTON, IN 47401 (I)
812-332-1131
92B S. Walnut St.
RITA ASHCRAFT, Branch Manager

INDIANAPOLIS, IN 46219 (I)
317-352-0333
2402 N Shadeland Ave., Bldg. A-Suite 6
MICHAEL DAVIS, General Manager

LA PORTE, IN 46350 (I)
219-362-6338
610 Lakeshore Drive
OSCAR NAGLER, Branch Manager

FORT WAYNE, IN 46804 (I)
219-456-8606
302 E. Wallace Street

KOKOMO, IN 46901 (I)
317-459-9340
1813 E. Vaile
JOHN DODD, Branch Manager

Schwartz Paper Co. (D)
P.O. Box 2788
MUNCIE, IN 47307
317-284-7766
RAY S. FERGUSON, President
HELEN B. SCHWARTZ, Vice President
LOWELL PEQUIGNOT, Executive Vice President
M. D. SCHWARTZ, Chairman

Seaman-Patrick Paper Co. (P)
2000 Howard Street
DETROIT, MI 48216
313-496-3131
F. M. STARLING, Chairman of the Board, C.E.O.
W. JOHN WICKETT, President, C.O.O.
JIM RENO, Sales Manager
DAVID LaMOTHE, Vice President/Operations
JAMES G. SCOTT, Vice President Sales & Marketing
WILLIAM CARTWRIGHT, Vice President/Purchasing
RAYMOND FISHER, Vice President
GEORGE F. ASHLEY, Vice President Finance

Selig Paper Company
(see GWM Industries, Inc.)

Seneca Paper Co.
(see Paper Corp. of America)

Service Paper Company (I)
3324 Lind Avenue S.W.
RENTON, WA 98055
206-575-0066
DONALD ANDERSON, President
JOSEPH HOLTON, Vice President
LEONARD GREEN, General Manager
DAVE GAISER, Marketing Manager

Set Point Paper Co., Inc. (P)
69 Elm Street
FOXBORO, MA 02035
617-543-3800
RICHARD MADIGAN, President, Treasurer
MICHAEL E. KENEALLY, Vice President
CHRISTOPHER P. KEARNEY, Product Manager
JOHN GULINO, Sales Manager

Shaughnessy-Kniep-Hawe Paper (P)
P.O. Box 14289
ST. LOUIS, MO 63178
314-533-2711
EDWARD H. KNIEP, III, President
LOUIS W. LEHMAN, Vice President
DUANE N. WRIGHT, Vice President
VERNON R. KIRCHOFF, Treasurer

Sheridan-Clayton Paper Co. (D)
P.O. Box 384
ST. JOSEPH, MO 64502
816-279-0817
JACK W. CLAYTON, President
SHARON S. CLAYTON, Vice President
GARY M. WYATT, Sales Manager

Shore Paper Company (I)
4100 Poplar Street
PHILADELPHIA, PA 19104
215-382-2544
AARON L. SHORE, Vice President
JEFFREY SHORE, President
JAMES SHORE, Treasurer
JEFFREY SHORE, Sales Manager

Shorr Paper Products, Inc. (I)
227 South River Street
AURORA, IL 60507
312-897-6000
KENNETH SHORR, Chairman
ROBERT SHORR, President
DARRELL HUTTON, Sales Manager
BERT DIETER, Controller
BRAD SHORR, Sales Manager

MARSHALLTOWN, IA 50158 (I)
208 Leo Street
GARY MYERS, Branch Manager

CHICAGO, IL 60611 (I)
875 N. Michigan Avenue
ROBERT SHORR, President

Sidco Paper
(see Wilder Industries Inc.)

Silfen-Berman Paper Co. (I)
122 New South Rd.
HICKSVILLE, NY 11801
516-822-8500
NORMAN SILFEN, President
ROBERT BERMAN, Vice President
GEORGE KOPP, Vice President

FARMINGDALE, NY 11735 (I)
516-756-0050
30 Central Ave.
NORMAN SILFEN, President
GEORGE KOPP, Vice President

Simon Miller Sales Company (D)
1218 Chestnut Street
PHILADELPHIA, PA 19107
215-923-3600
JOSEPH LEVIT, President
HENRI C. LEVIT, Vice President

Sloan Paper Co. (P)
3587 Oakcliff Rd. N.E.
ATLANTA, GA 30340
404-447-9000
COLEY EVANS, JR., President
E. CHARLES WALTON, Executive Vice President
C. B. HULSEY, JR., V.P. Purchasing
JAMES V. VANSANT, JR., Treasurer
E. RUSSELL WILLIAMSON, V.P. Advertising

BIRMINGHAM, AL 35208-1224 (P)
205-781-2644
1133 Roberts Industrial Drive
JAMES L. BIRD, JR., Manager

HUNTSVILLE, AL 35805-1332 (P)
205-837-6680
1100 Putman Drive, N.W.
BOB HESTER, Manager

MONTGOMERY, AL 36109-1410 (P)
205-279-0555
2776 N-P East Gunter Park Drive
BILL HINES, Manager

TAMPA, FL 33619 (P)
813-621-0707
9866 Currie Davis Drive
HARVEY REID, Manager

ATLANTA, GA 30340-3096 (P)
404-447-9000
3587 Oakcliff Road, N.E.

COLUMBUS, GA 31907-3813 (P)
404-561-8170
1364 Jacqueline Drive
T. H. SMALSHOF, Manager

S

JACKSON, MS 39213-7054 (P)
601-362-9601
300 Commerce Park Drive
GENE BELL, Manager

CHATTANOOGA, TN 37404 (P)
615-622-7795
1310 East 14th Street
P. J. ZWICKNAGEL, Manager

KNOXVILLE, TN 37919 (P)
615-584-3017
6512 Baum Drive, Suite 2

NASHVILLE, TN 37207-4716)P)
615-228-2664
3350 Ambrose Avenue
EDDY JACKSON, Manager

G. F. Smith & Son-London-Ltd. (P)
Lockwood Street
HULL, HU2 OHL, ENGLAND
HULL 23503
J. ALEXANDER, Managing Director

Smith Paper Company (I)
304 Mulberry Street
P.O. Box 7245
PINE BLUFF, AR 71611
501-534-9010

Smith-Scharff (I)
P.O. Box 15215
ST. LOUIS, MO 63110-0215
314-533-0233
ARTHUR L. SCHARFF, President
GENE V. PETERMAN, Executive Vice President
STEVEN J. FELDMAN, Director of Sales/Marketing
LARRY GEURKINK, Director of Operations

W. H. Smith Paper Corporation (P)
P.O. Box 1290
ALBANY, NY 12201
518-489-8311
TERRY PITCHFORD, President
DUNCAN J. MacCALMAN, Executive Vice President
RICHARD W. POWELL, Vice President/Sales
JOHN C. SELIG, Vice President Operations
LUTEHR J. PANTALEO, Treasurer

Snyder Paper Corp. (D)
P.O. Box 758
HICKORY, NC 28601
704-328-2501
D. THAD LINEBERGER, Sales Manager, Industrial
BUSTER R. SPENCER, Vice President
ROGER K. McGUIRE, Vice President
FRED E. SMITH, Vice President
P. C. UNDERDOWN, JR., Treasurer

CHARLOTTE, NC 33278 (D)
704-333-9675
P.O. Box 33278
BOB TRACY, Branch Manager

RALEIGH, NC 27625 (D)
P.O. Box 95072
Suite 110
ROY F. WAYNE, Branch Manager

Snyder Point Corporation (D)
P.O. Box 4118
HIGH POINT, NC 27263
919-882-0126
JOHN C. McALLISTER, JR., President

Sofco, Inc. (D)
702 Potential Parkway
Corporation Park
SCOTIA, NY 12302
518-374-7810
JAMES V. GARGIULO, President
MORRIS T. PALOMBO, Vice President
MAURICE E. COSTELLO, Treasurer
MONTE J. PALOMBO, Sales Manager

POUGHKEEPSIE, NY 12603 (D)
914-473-7500
123 Dutchess Tpke. Box 10
ED HEBERT, District Manager

GLEN FALLS, NY 12801 (D)
Mark Plaza
Quaker Road
DAVID MAGNANO, District Manager

SOFCO, INC.
UTICA, NY 13501
2650 Remington Rd.
MONTE PALOMBO, District Manager

Southern Business Products
(see Mead Merchants)

Southern Paper Company
(see Mead Merchants)

Southern Paper Company (P)
7300 N.W. 35th Avenue
MIAMI, FL 33147
305-691-7310
ROBERT J. HANNA, Chairman of the Board
WILLIAM C. SCRIMGEOUR, President
AUDRA B. HANNA, Treasurer
ELIZABETH H. PATTON, Vice President
JAMES HAY, Sales Manager
RICHARD McKIM, Assistant Sales Manager

Southern Paper Company
518-520 Salem Ave. S.W.
ROANOKE, VA 24016
703-344-1911
B. G. HUGHES, President

Southern Paper Co., Ltd. (I)
P.O. Box 8647
NEW ORLEANS, LA 70182
504-943-0042
AUGUST A. CABONI, President
WILLIAM L. JONES, Vice President
JAKE J. GENNARO, Treasurer

Southern States Giftwrap
(see Butler Paper Co.)

South Jersey Paper Products (I)
351 W. Elmer Road
VINELAND, NJ 08360
609-691-2605
MARTIN A. SPECTOR, President
BONNIE SPECTOR, Treasurer

Southland Wholesale Distributors
(see Affiliated Paper Companies)

Southon Paperpoint, Inc. (P)
521 East Mosel Avenue
KALAMAZOO, MI 49005
616-382-1284
RICHARD H. JONES, President
EDWARD DAVIS, Executive Vice President
DONALD L. KIRKPATRICK, Executive Vice President
JOHN HART, Vice President
MIKE ROSCHEK, Vice President

Paperpoint of Grand Rapids
GRAND RAPIDS, MI 49503
616-459-4421
3755 S. Linden
BARBARA J. FODOR, Manager

Paperpoint of Kalamazoo
KALAMAZOO, MI 49005
2207 Lake St.

Paperpoint of South Bend
SOUTH BEND, IN
619 N. College

South Shore/Schuster Paper Co. (I)
Third Avenue & Memorak Drive
NEPTUNE CITY, NJ 07753
201-774-2525
THOMAS C. McDONALD, President
JEFFREY HOFFMAN, Vice President
CHARLES SHIRLEY, Sales Manager

Southwest Paper Co.
321 S. Frankfort
TULSA, OK 74120
918-582-3114
DONALD E. OZMENT, President
JERRY HENDERSON, Sales Manager

Spartan Paper Products (I)
305 West Maple Ave.
ORANGE, CA 92666
714-997-4900
JACK A. MESNA, Vice President
DENNIS VALLONE, Vice President
STEVE LESTER, Sales Manager
DIANE MAZZEO, Treasurer

Spiegel Bros. Paper Company (I)
678 Albany Avenue Ext.
KINGSTON, NY 12401
914-338-7206
SIDNEY SPIEGEL, President
ELLIOTT SPIEGEL, Vice President
SYLVIA SPEIGEL, Treasurer

Springfield Paper Specialties (I)
Limekiln Pike At The PA. Tpke.
FT. WASHINGTON, PA 19034
215-643-2800
RALPH N. JENNINGS, JR., President
RONALD C. TIETJENS, Sales Manager
ARTHUR L. WURSTER, Treasurer

Standard Paper (P)
2607 14th Street
DETROIT, MI 48216
THOMAS C. GABLE, President
RICHARD J. GABLE, Vice President
CASS F. GABLE, Treasurer
KEITH R. CARROLL, Sales Manager

Standard Paper & Merchandise (I)
180 Lyman Street
SPRINGFIELD, MA 01103
413-736-1000
EDWARD L. MAZER, President
LEONARD E. BLAKE, Vice President
FRANK MASTALERZ, Vice President

Standard Paper Sales Company (I)
32 Banks Avenue
ASHEVILLE, NC 28801
704-253-7696
JOHN FROST WOODHOUSE, JR., President
PAULA B. WOODHOUSE, Vice President
JOHN FROST WOODHOUSE, III, Vice President

Stanford Paper Company
(see Carter Rice)

Stanley Paper Company, Inc. (I)
3130 Leonis Blvd.
LOS ANGELES, CA 90058
213-581-7826
STANLEY W. JACOBS, President
JIM HINES, Executive Vice President
LEONARD KATZ, Executive Vice President
STEVE KILEY, Vice President

T

Donill Die Cutting (I)
LOS ANGELES, CA 90058
3130 Leonis Blvd.
DON BROMILEY, Manager

Wright Container (I)
LOS ANGELES, CA 90058
Sub Stanley Paper Co.
3130 Leonis Blvd.
GEOFF BROOKS, Branch Manager

Stan-Mar Packaging (I)
5757 Thimens
ST. LAURENT, QUEBEC
H4R 2H6 CANADA
514-335-0555
NEIL TRYANSKY, President
STAN EILEY, Vice President
STAN ARANOFF, Vice President
HAROLD GRODINSKY, Sales Manager

Star Paper Company, Inc. (I)
133 Hale Street
P.O. Box 886
HAVERHILL, MA 01831
617-373-5651
NICHOLAS PETERSON, President
DEAN N. PETERSON, Vice President
PAUL N. PETERSON, Vice President

Steen-Macek Paper Company (D)
P.O. Box 11628
GREEN BAY, WI 54307-1628
414-336-0070
WILLIAM HAYES, President
GORDON DITTMER, General Manager
MICHAEL RAMAKER, Treasurer

Steindler Paper Company
(see CDA Distributors)

Sterling Paper Co. (D)
560 South Front Street
COLUMBUS, OH 43215
614-228-4301
ROBERT ROSENFELD, President/CEO
THOMAS MARKHAM, Chairman of the Board
KAREN FORCINA, Manager of Marketing & Sales
ROBERT BASSETT, Branch Manager
SCOTT RECHEL, Controller

MANSFIELD, OH 44906 (D)
419-529-5881
575 North Trimble Road
KAREN FORCINA, Manager Marketing/Sales

MIDDLEBURG HEIGHTS, OH 44130 (D)
16600 Sprague Road

Stevens Co., (The)
6550 Okeechobee Blvd.
WEST PALM BEACH, FL 33411
305-683-4701
LOUIS A. STEVENS, President
ALEX H. STEVENS, Vice President
HENRY W. STEVENS, Vice President
R. GREGORY ROGERS, General Manager

St. Jon Packaging Company, Inc. (I)
P.O. Box 4244
HAMDEN, CT 06514
203-288-7781
MICHAEL B. KASPER, President
BERNICE KASPER, Vice President
JOE BAREY, Sales Manager

St. Jon Packaging Company (I)
BEDFORD, MA 01730
The Center Rm. 338
59 Middlesex Turnpike

St. Louis Paper & Box Company (I)
P.O. Box 8260
ST. LOUIS, MO 63156
314-531-7900
WILLIAM M. LIVINGSTON, Chairman
CRAIG MOLD, Vice President Sales
WILLIAM M. LIVINGSTON, JR., Treasurer
ROBERT M. MAYER, President
R. DENNIS STENDBACK, Vice President Purchasing

St. Lucie Chemical & Supply
(see Heritage Paper Company Inc.)

St. Lucie Paper & Packaging (I)
P.O. Box 3836
FT. PIERCE, FL 33450
305-464-8406
M. HAMILTON-SMITH, President
CINDY HAMILTON-SMITH, Treasurer
SETH CARTER, JR., Vice President
GENE LOWE, Sales Manager

J. Stone & Company, Inc. (I)
14 Bennett Street
P.O. Box 426
LYNN, MA 01903
617-592-4377
CAROL Z. STONE, President & Treasurer
PETER J. STONE, Vice President
ROBERT E. BENJAMIN, Sales Manager

Chas. G. Stott & Co. Inc. (D)
1935 5th Street N.E.
WASHINGTON, DC 20002
202-832-8000
REED SMITH, President
JAMES D. McLAUGHLIN, Vice President/Manager

Strauss Paper Co., Inc.
10 Slater Street
PORT CHESTER, NY 10502
914-937-0004
STEWART STRAUSS, President
KEN JOHNSON, Director, Sales

Fred C. Strype, Inc. (D)
P.O. Box 72
MONMOUTH BEACH, NJ 07750
201-229-9053
FRED C. STRYPE, JR., President & Treasurer
FRED M. STRYPE, Vice President

Summerfield Paper Co.
P.O. Box 12724
MEMPHIS, TN 38112
901-324-3858
H. I. SUMMERFIELD, President
JERRY SUMMERFIELD, Vice President
SHIRLEY SUMMERFIELD, Treasurer

Sunclipse, Inc. (I)
Kent H. Landsberg Div.
1610 S. Greenwood Ave.
MONTEBELLO, CA 90640
213-721-2132
KENT H. LANDSBERG, Chairman of the Board
GENE SHELTON, President
C. W. DODDS, Chief Financial Officer
ANTHONY MARRELLI, Corporate Controller
CURTIS H. THOMAS, Corporate Counsel

SACRAMENTO, CA 95825
2553 Northrop Avenue
GREG CHRISTENSEN, General Manager

Western Flexible Packaging
MONTEBELLO, CA 90640
213-725-1972
1620 South Greenwood Avenue
LEE NICKEL, Vice President

Landsberg, Kent H., Company (I)
ATLANTA, GA 30336
404-696-9040
4713 Fulton Industrial Blvd.
WINSTON BOWMAN, General Manager

HAYWARD, CA 94544 (I)
415-489-8200
31067 San Clemente
FRANK CHESNOS, Vice President

MONTEBELLO, CA 90640 (I)
213-726-7776
1640 South Greenwood Avenue
SETH LANDSBERG, Vice President
THOMAS C. PUSHECK, Executive Vice President
JOSEPH GILLER, Vice President

SAN MARCOS, CA 92069 (I)
619-578-2015
664 N. Twin Oaks Valley Road
DICK JENKINS, Vice President
CAY BOHNSACK, Vice President, General Manager

Ponderosa Paper Co.
HAYWARD, CA 94544
415-489-8200
31067 San Clemente
BOB BURROUGHS, General Manager

Superior Paper, Inc.
P.O. Box 11580
LOUISVILLE, KY 40211
502-583-1647
P. R. LANCASTER, JR., President

Superior Paper Products, Inc.
120 Rice St.
P.O. Drawer 1129
BANGOR, ME 04401
207-947-7311
LEONARD E. MINSKY, President & Treasurer
KENNETH WHITNEY, Vice President
DANA FENIMORE, Vice President

PORTLAND, ME 04104
207-772-8434
114 Fore Street
MARILYN MINSKY, General Manager

Supply Service, Inc.
2719 Sutton Blvd.
ST. LOUIS, MO 63143-3092
314-647-4455
RONALD N. CARTER, President & Treasurer
KENNETH R. CARTER, Vice President Operations
HAROLD R. KUNZ, SR., Vice President

Supplyways, Inc.
(see West Coast Paper Co.)

Symons Paper Co.
(see Dowd Company)

Svenska Pappersgrossist-Forbundet (45) (D)
Box 5512-114 85
STOCKHOLM, SWEDEN
LARS ERIK FYRBERG, Director

Syndicat National Des Emballages Commerciaux (D)
76 Avenue Marceau
75008 PARIS, FRANCE
ROGER GLINEUR, Secretary General

Tarheel Paper & Supply Co.
P.O. Box 35139
GREENSBORO, NC 27425
919-668-3220
JAMES MARTIN, President
MIKE GAINES, Vice President

Taverner & Fricke
1461 E. Fourth Street

T

LOS ANGELES, CA 90033
213-269-8211
CARL H. FRICKE, JR., Chairman
STEVEN E. FRICKE, President
ROGER KONSTANZER, Sales Manager

Tayloe Paper Co.
6717 E. 13th St.
TULSA, OK 74112
918-835-6911
DAVID BAYLES, President
TOM HORN, Executive Vice President
C. F. O'BYRNE, Executive Vice President

JOPLIN, MO 64801
d/b/a Joplin Paper Co.
929 Virginia Avenue
RICHARD BURDEN, Branch Manager

Taylor Martin Papers, Inc.
P.O. Box 10116
FT. WAYNE, IN 46850
219-483-8146
EMMET BYRNE, President
W. SETH ADAMS, Vice President
MIX MORROW, Sales Manager
DOC SIMONE, Dir. of Purchasing

KALAMAZOO, MI 49001
616-345-3101
5111 E. ML Avenue
Unit 1 Box 15
REX RINGLE, Branch Manager

INDIANAPOLIS, IN 46220
317-849-8989
5709 Park Plaza Ct.
DENNY BOZELL, Branch Manager

ANN ARBOR, MI 48104
313-995-5300
719 Ellsworth Rd.
Suite 6
F. J. NEWBERRY, Branch President

Tec Products, Inc.
P.O. Box 220/200 Markley St.
PORT READING, NJ 07064
201-634-1900
DAVID HOLTZMAN, President

Texas Paper Company
(see Pollock Paper Distributors)

Thayer, Inc.
225 Fifth St.
P.O. Box 867
BENTON HARBOR, MI 49022
616-925-0633
KAY F. PHILLIPPE VARGA, President
JOHN F. VARGA, Vice President

Thom & Cook Ltd. (P)
31-35 Tabard Street
LONDON, SEL 41D, ENGLAND
01-407-6151
JN WOOLLARD, Managing Director

Thompson Merchandising & Supply (I)
860 S. Cambridge Street
SEATTLE, WA 98108
206-762-3806
KEITH LEE, President
JOE COURTNEY, Sales Manager

Tobey Fine Papers
(see Distribix, Inc.)

Tobey Peoria Paper
(see Distribix, Inc.)

Tokyo Paper Trade Assn. (D)
Kami Parupu Kaikan Bldg.
9-11 Ginza 3-Chome, Chuo-Ku
TOKYO, JAPAN
G. YAMAGUCHI, Executive Director

Tonkin Paper, Inc. (I)
167 Klondike Ave.
FITCHBURG, MA 01420
617-343-4861
MAURICE TONKIN, President

Triangle Marketing Corp. (P)
32 Bleecker Street
NEW YORK, NY 10012
212-966-0100
LAWRENCE DIAMOND, Chairman of the Board, Pres.
SAM MARKS, Executive Vice President
DAVID APPELBAUM, Vice President
I. STEPHEN GENKIN, Vice President
ANDREW TAUB, Vice President Marketing
PATRICK DUNNE, Vice President Operations
GERALD MINSKY, Vice President Sales
JEROME LEVIN, Vice President Sales
JORDAN AARONSON, Vice President Sales
MELVIN LADDIN, Vice President Sales
FRED REMER, Vice President Sales
MARVIN LIPTON, Vice President
ROBERT J. CHRISTOPHER, Vice President Sales
ROBERT A. SAUNDERS, Vice President

Triangle Trading Company (D)
32 Bleecker Street
NEW YORK, NY 10012
212-966-0100
JORDAN AARONSON, Sales Vice President

Triangle Trading Company
(see Triangle Marketing Corp.)

L. P. Turgeon, Inc.
130 Montee De Liesse
MONTREAL, QUEBEC H4T 1W4
CANADA
514-735-2231
MAURICE DAGENAIS, President

Turnquist Paper Company (D)
P.O. Box 100
MINNEAPOLIS, MN 55440
612-529-7711
RALPH TURNQUIST, Chairman
ROLF W. TURNQUIST, President
DALE D. MILLER, Vice President-Printing Paper
STEVEN K. ELERT, Vice President-Indus. Papers
PETER BARSNESS, Vice President Finance
CHARLES F. STUDER, Vice President-Operations

U.S. Packaging, Inc. (I)
P.O. Box 2566
1316 Trinity Ave.
HIGH POINT, NC 27261
919-889-9444
MARK C. SPECKMAN, President
C. E. BRADLEY, JR., Vice President
ED STICKLEN, Vice President-Mfg.
GARY D. SMITH, VP Marketing & Sales
STEPHEN C. EDWARDS, Controller

GARDNER, MA 01440 (I)
One Lake St.
P.O. Box 916
617-632-0812
HERVE ROY, Branch Manager

HIGH POINT, NC 27264 (I)
1581 Prospect St.
P.O. Box 7048
919-841-4211
RANDY BROWN, Branch Manager

MAXTON, NC 28364 (I)
Route 3, Box 608
919 844-5293
BILL CANADAY, Branch Manager

DALLAS, TX 75233 (I)
2929 Glenfield Ave.
214-337-8981
DARREL BAILEY, Branch Manager

LITTLE ROCK, AR 72209 (I)
1900 W. 65th St.
P.O. Box 9489
501-565-8436
DWIGHT FAULK, Branch Manager

ONSET, MA 02558
617-295-8155
3057 Cranberry Hwy.
P.O. Box 34

Unicorn Paper Co. (I)
179 Reading
BUFFALO, NY 14220
716-826-7800
JOHN E. CHUDY, JR., President
JOHN E. CHUDY, III, Vice President
JOHN E. CHUDY, JR., Sales Manager
CATHERINE A. HUBBARD, Treasurer

Unijax Inc.
(see Paper Corp. of America)

Union Paper & Supply Co. (D)
P.O. Box 1214
N. Penna. & Conyngham Aves.
WILKES-BARRE, PA 18773
717-822-6117
ARNOLD LIBENSON, President
BEN LIBENSON, Vice President
ROBERT LIBENSON, Vice President/Treasurer

Union Paper Co.
(see Paper Corp. of America)

Unisource Corp.
(see Paper Corp. of America)

United Paper Corp. (D)
P.O. Box 58
MENASHA, WI 54952
414-725-3201
J. R. MURPHY, President/Treasurer
LOIS D. MURPHY, Vice President
DAN MURPHY, Vice President/Legal

United Twine & Paper Co. (I)
P.O. Box 1744
LANCASTER, PA 17603
717-299-1118
JAMES M. BRENER, President
JEAN E. BRENER, Vice President

Universal Paper Corp.
(see Paper Corp. of America)

Valiant Paper & Packaging Co. (I)
75 Knickerbocker Road
MOONACHIE, NJ 07074
201-896-8300
GARY S. COHEN, President
ELIZABETH M. COHEN, Vice President
DAVID A. COHEN, Vice President

Valley Papers, Inc. (P)
801 S. 19th Street
P.O. Box 65175
W. DES MOINES, IA 50265
515-223-5946
JAMES R. BELISLE, President
CAROLE BELISLE, Vice President

Verband des schweizerischen (D)
Papier-und Packmaterial-Grosshandels (12)
Forchstrasse 36 Postfach 290
Ch-8032 ZÜRICH, SWITZERLAND
MAX BROGER, General Secretary

Viking-Criterion Paper Corp.
P.O. Box 88
MASPETH, NY 11378
718-392-7400
SHELDON KORN, President
JAY RABKIN, Vice President
ALLAN STRIANO, Executive Vice President

Viking Paper Converters (P)
333-B Oyster Pt. Blvd.
SO. SAN FRANCISCO, CA 94080
415-588-1858
RICH HAYS, Vice Pres. & Gen. Manager

Virginia Packaging & Supply (I)
Atlantic Container Division
916 South Nova Road
ORMOND BEACH, FL 32074
904-673-9276
JOSEPH GRAY, Division President

Central Atlantic Corp. (I)
ORMOND BEACH, FL 32074
904-673-9276
916 S. Nova Road
TED McKEE, Sales

Virginia Paper Company
(see Mead Merchants)

WWF Paper Corp. (P)
2 Bala Plaza
BALA CYNWYD, PA 19004
215-667-9210
E. V. FURLONG, JR., President
E. V. FURLONG, Vice Chairman
I. T. FURLONG, Executive Vice President
J. D. DUNCAN, Executive Vice President
D. H. PALMER, Senior Vice President
PAUL E. FISCHER, Treasurer
STEWART S. FURLONG, President-WWF Book Publ.
FRANK LUCARD, Corporate Controller
J. FREDERICKS, Vice President-Purchasing
J. ADELSBERGER, Vice President-MIS

CHARLESTOWN, MA 02129 (P)
617-242-5540
440 Rutherford Avenue
WENDELL H. MORRISON, Chairman Of The Board
GEORGE COOK, President
WILLIAM McEVOY, Vice President
GERALD CHRISHOLM, Vice President/Sales Mgr.
JOHN CONNELL, Vice President
EDWARD COPINGER, Vice President
WILLIAM E. PURDY, Vice President
PETER MacDONALD, Executive Vice President
GREGORY MORRISON, Vice President

CHARLESTOWN, MA 02129 (P)
617-791-7121
440 Rutherford Avenue
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NEW YORK, NY 10016 (P)
212-684-1200
185 Madison Ave
12th Floor
WILLIAM J. REILLY, Vice President
ROBERT SPINOSA, Sales Service Manager
ALFRED N. RUBANO, Executive Vice President

ORLANDO, FL 32804 (P)
305-298-0580
2517 Unit #12
Shader Road
STEVE FIELDS, Vice President & General Mgr

WWF Paper Corp.-New England (P)
EAST HARTFORD, CT 06108
203-289-9324
45 Belden Street
KENNETH L. LEWIS, Manager Of Operations
THOMAS YOUNG, Vice President & Gen. Mgr.

Wilcox Walter Furlong Paper Co. (P)
SCRANTON, PA 18509
717-961-5381
310 Depot Street
PETER SLUCK, Vice President

Wilcox Walter Furlong Paper (P)
PHILADELPHIA, PA 19143
215-724-0500
54th & Grays Avenue
JAMES A. LYONS, President
THOMAS C. LOWNES, Vice President
DAVID A. SEEGER, Vice President
PAUL J. WEIHMAN, Vice President
DONALD A. DOUGHERTY, Vice President
WILLIAM E. WRIGHT, Vice President
ROBERT MUSCELLA, Vice President
ARNOLD LARSEN, Sales Manager
WILLIAM HIGGINS, Vice President

SAVAGE, MD 20763 (P)
301-792-8666
8750 Larkin Road
ELMER R. WILLIAMS, Vice President
JOE DUNTON, JR., Vice President
R. S. KERNO, Vice President

ATLANTA, GA 30336 (P)
404-696-8900
P.O. Box 44105
DOUGLAS W. IVESTER, Vice President & Gen. Mgr.
ALAN LINN, Vice President Sales

CHARLOTTE, NC 28206 (P)
704-333-8444
3013 Asbury Avenue
KENNETH F. PAYNE, General Manager

KERNERSVILLE, NC 27284 (P)
919-855-5150
115 Furlong Industrial Dr.
JAMES TOLBERT, Sales Manager
JACK LOONEY, Production Manager

RICHMOND, VA 23261 (P)
804-321-1210
4245 Carolina Avenue
JOHN R. LOWERY, Vice President

WWF Paper Corp.-West (P)
CITY OF INDUSTRY, CA 91746-0657
213-699-0391
P.O. Box 2657
MANVIL MGRUBLIAN, President
GARY SMITH, Vice President
WILLIAM SCHMIDT, Vice President Sales
JACK FONG, Controller
SAM MOORE, Regional Oper. Manager
DICK TONEY, Regional Office Manager

Royal Paper Corp. (D)
NEW YORK, NY 10001
212-924-3400
210-216 Eleventh Avenue
LEONARD BARON, President
EUGENE B. COLE, Executive Vice President
ROBERT ROTHSTEIN, Executive Vice President
DAVID G. FORSLUND, Vice President Sales & Marketing
SAMUEL LANDAU, Vice President
WALTER COLE, Vice President
SEYMORE SCHONFELD, Vice President
ROBERT CERROCHI, Vice President
RAYMOND BROWN, Vice President
BRUCE SILVERSTEIN, Vice President

Royal Paper of NY Inc. (D)
CLIFTON, NJ 07012
201-773-7500
400 Brighton Road
ALFRED CONSTANTS, JR., President

Forest Atwood Paper (P)
ELK GROVE VILLAGE, IL 60007
312-593-7500
1150 Lively Boulevard
THOMAS W. O'BRIEN, President
JOHN H. HEIL, Vice President
WILLIAM L. O'CONNELL, Vice President
RUSSEL BRUZEK, Vice President
JOHN HAHN, Vice President
ROBERT J. KASEBERG, Sales Manager

WWF National (P)
CHARLESTOWN, MA 02129
617-242-5540
440 Rutherford Ave.
THOMAS RYAN, President
WILLIAM DEFORD, Vice President

Major Paper Converters Inc. (D)
400 Brighton Road
CLIFTON, NJ 07012
201-773-7500
MARK COCCIARDI, President
JOHN NEIDER, General Manager

MIAMI, FL 33147 (D)
6301 N.W. 37th Ave.
ALAN G. KAPLAN, General Manager

Beavers Paper-WWF Southwest (P)
DALLAS, TX 75212
214-630-2711
4051 LaReunion Parkway
Suite 160
DAN BEAVERS, President & General Manager
GARY W. CLELAND, Manager

WWF International, Ltd. (P)
NEW YORK, NY 10016
185 Madison Ave.
JOHN CURTIN, President

Regal Envelope Co., Inc. (D)
CLIFTON, NJ 07012
201-773-7500
400 Brighton Road
ZENON BABIUK, President

Central Florida Envelope Co. (P)
KISSIMMEE, FL 32741
1010 Dyer Blvd.
ZENON BABIUK, President

WWF Paper Corp.-West (P)
PHOENIX, AZ 85009
602-243-3925
4014 W. Van Buren Street
MANVIL MGRUBLIAN, President

WWF Paper Company-Florida (P)
MEDLEY, FL 33178
9215 N.W. 101st Street
Medley Commerce Center
RAY LINCKS, Vice President
TOM LEONE, Manager

Lyons & Morrison Paper Co. (P)
WARWICK, RI 02886
401-732-1000
31 Graystone Street
J. F. LYONS, JR., President

Impressions Paper & Supply Corp. (P)
STAMFORD, CT 06902
203-359-8800
733 Canal St.
RAYMOND A GERMIN, President
MICHAEL P. NEGRI, Executive Vice President
PAUL D. COLLINS, JR., Vice President
SEELEY POWLEY, Sales Manager/Customer Service Manager

STAMFORD, CT 06902 (P)
733 Canal St.
RAYMOND A. GERMIN, President
MICHAEL P. NEGRI, Executive Vice President

Paper Products Co.
MEMPHIS, TN 38122
901-323-7615
P.O. Box 22248
RICHARD J. EISEMAN, JR., General Manager

W

WWF International Ltd.
(see WWF Paper Corp.)

WWF National
(see WWF Paper Corp.)

Walker Goulard Plehn Co.
(see Ris Paper Company, Inc.)

S. Walter Packaging Corp. (I)
11620 Caroline Rd.
P.O. Box 16223
PHILADELPHIA, PA 19154
215-676-8888
VALENTINE L. WILSON, President
RICHARD L. WEISBERG, Executive Vice President
ANDREW N. WILSON, Vice President
JAMES F. HENNELLY, Controller/ Treasurer

Waterloo Paper Company (I)
P.O. Box 597
WATERLOO, IA 50704
319-234-4459
ELIZABETH G. THODE, President
NEWELL TINKEY, Vice President/ Sales
CHARLES MEYER, Vice President/ Operations

Wayne Paper Co., Inc. (I)
1263 Southwest Boulevard
P.O. Box 3540
KANSAS CITY, KS 66103
913-384-1144
HOWARD WAYNE, President
GEORGE FAIR, Vice President Operations
MARTY BASS, Vice President/Sales Mgr.

Weaver Paper Company
(see Mead Merchants)

Weber Paper Company (D)
137 Main Street
P.O. Box 878
DUBUQUE, IA 52001
319-588-4611
RALPH L. ROLLING, President
A.W. GENSZLER, Vice President, C.E.O., Chairman of the Board
ALAN M. HUSEMAN, Treasurer

Wegbreit & Associates, Inc. (D)
3420 E. Shea Boulevard
PHOENIX, AZ 85028
602-996-0953
NORMAN WEGBREIT, President
GLORIA WEGBREIT, Sales Manager

Joseph Weil & Sons, Inc. (I)
1401-1443 S. Clinton Street
CHICAGO, IL 60607
312-738-7800
JULIAN S. WEIL, Chairman Of The Board
RICHARD K. WEIL, President
D. HARDING FRIEDMAN, Vice President
JOSEPH P. WEIL, C.E.O.

Weiss Brothers Of Hagerstown (I)
801 Pope Avenue
HAGERSTOWN, MD 21740
301-739-3069
BERNARD WEISS, President & Treasurer
RICHARD WEISS, Vice President

Weiss Paper Co., Inc. (I)
Third & Greenwich Streets
P.O. Box 845
READING, PA 19603
215-376-7269
JACK HAFETZ, President

The Paper Party (I)
MT. PENN, PA 19606
215-779-9688
2548 Perkiomen Avenue
BETTY HAFETZ, Manager

WEST LAWN, PA 19609 (I)
3026 Penn Avenue
JOANNE HELLER, Manager

Welsh Paper Company (D)
308 South White Street
WAKE FOREST, NC 27587
919-556-6711
K. GORDON WELSH, President
PEGGY B. WELSH, Vice President
JIM FRIESINGER, Sales Manager
HELEN M. WADFORD, Treasurer

West Coast Paper Company (D)
2203 First Ave. South
C-3775
SEATTLE, WA 98124-2275
206-623-1850
RICHARD W. ABRAMS, President
RICHARD L. SMITH, Vice President, Operations
JOHN REID HICKMAN, Exec. VP Finance & Administration
DENNIS L. WHEELER, Vice President, Sales
BRETT M. MITCHELL, Vice President, Distribution
STEVE F. OHRMAN, Exec. VP Mktg. & Distrib.
MICHAEL L. KENNEDY, Manager, Mail Marketing

BELLINGHAM, WA 98226 (D)
206-671-3755
915 Iowa Street
BILL JAEGER, Branch Manager

EVERETT, WA 98204 (D)
206-355-7703
9423 Evergreen Way
DAVID MEUCCI, Branch Manager

PASCO, WA 99301 (D)
509-547-2671
Tri-Cities Airport
Bldg. 89
JAMES MacPHERSON, Branch Manager

REDMOND, WA 98052 (D)
206-883-0273
3838 148th N.E.
DANIEL GIANELLI, Branch Manager

SEATTLE, WA 98134 (D)
206-682-8644
1911 First Ave. South
ROGER MEUCCI, Branch Manager

Alaska Paper Co., Inc. (D)
ANCHORAGE, AK 99510
907-276-6191
P.O. Box 1977
JAMES M. WAGNER, President

Allied Paper Co. (D)
TACOMA, WA 98411
206-383-5005
P. O. Box 11026
ROBERT J. ADLER, General Manager

Olympic Paper Company (D)
PORT ANGELES, WA 98362
206-454-9211
2800 Acorn Lane
P.O. Box 760
GILBERT D. SMITH, President
RICHARD D. SMITH, Vice President
JAMES G. SMITH, Treasurer

Peninsula Paper Co. (D)
KENAI, AK 99611
907-262-9765
P.O. Box 4152
DANA HAHN, Manager

Supplyways, Inc.
PORTLAND, OR 97210
503-228-6561
P.O. Box 10626
STEVE OHRMAN, Vice President
RONALD KIRSCHENMAN, Sales Manager

SALEM, OR 97305
503-390-3332
4927 Indian School Rd.
DOUG BISHOP, Branch Manager

PORTLAND, OR 92220
503-252-4290
Park Rose Business Center
11815 N.E., Sumner
DOUG DOTY, Branch Manager

Western Packaging, Inc.
(see Bunzl Corp.)

Western Paper Company (P)
#20 Executive Hills South
10955 Lowell Suite 610
SHAWNEE MISSION, KS 66201
913-451-1213
W. R. HEARSHMAN, President
J. R. FISCHER, V.P. Info. Syst. & Personnel
GERARD S. BAX, Div. Controller
KIRKE VERNON, Vice President Marketing

MEMPHIS, TN 38118 (P)
901-363-3575
4040 Delp Street
R. G. BERRY, JR., Manager

BILLINGS, MT 59103 (P)
406-656-7325
P.O. Box 2535
LARRY R. YOUNG, Branch Manager

FARGO, ND 58102 (P)
701-293-3444
2402 8th Avenue North
GERALD FAROL, Branch Manager

LINCOLN, NE 68503 (D)
402-474-3000
2005 Y. Street
G. A. BRITAIN, JR., Vice President

OMAHA, NE 68103 (P)
402-331-1161
P.O. Box 3009 Main Station
BILL MORRIS, Branch Manager

WICHITA, KS 67277 (P)
316-945-0560
P.O. Box 9550
L. E. MANN, Branch Manager

LAS VEGAS, NV 89109 (P)
702-731-0002
2760 South Highland Drive
MONTIE STANHOPE, Branch Manager

SALT LAKE CITY, UT 84119 (P)
801-972-1261
850 W. 25th South
LARRY VISE, Manager

LITTLE ROCK, AR 72209 (P)
501-562-2734
6200 Murray Street
GERALD BERRY, Vice President

OKLAHOMA CITY, OK 73105 (P)
405-524-1515
200 N.E. 34th Street
PHIL CLABORN, Branch Manager

SHREVEPORT, LA 71165 (P)
318-221-5294
1060 Hawn Avenue
J. G. DEEN, Branch Manager

TULSA, OK 74147 (P)
918-664-0693
P.O. Box 470360
DON BEIL, Branch Manager

BOISE, ID 83711 (P)
208-377-2023
P.O. Box 4357
JAMES LANSBERRY, Branch Manager

Palmer Paper Company (P)
MEDLEY, FL 33178-3063
305-883-8800
9253 N.W. 100th St.
E. C. SAMUEL, Vice President

JACKSONVILLE, FL 32205 (P)
904-781-6812
5595 Commonwealth Avenue
TERRY BROWN, Branch Manager

ORLANDO, FL 32804-2619 (P)
305-290-6007
4141 John Young Pkwy.
Suite 5
KENNETH E. KEPLEY, Regional Vice President

TAMPA, FL 33681 (P)
813-839-6391
P.O. Box 13567
FRANK WOMACK, Vice President

DALLAS, TX 75247 (P)
214-631-7460
3180 Irving Boulevard
MARK GRIFFIN, Vice President

HOUSTON, TX 77001 (P)
713-683-0200
P.O. Box 81
C. W. LAMB, Vice President

NEW ORLEANS, LA 70150 (P)
504-486-6691
P.O. Box 50680
JOEL BLAZEK, Branch Manager

SAN ANTONIO, TX 78218 (P)
512-661-5327
4623 Macro
EDWARD PALM, Branch Manager

Midwestern Paper Co. (P)
CEDAR RAPIDS, IA 52402
319-363-3567
909 Shavjer Road, N.E.
LEONARD E. FOX, Branch Manager

DES MOINES, IA 50313 (P)
515-265-1631
1801 Hull Avenue
FRANK CAMPBELL, Branch Manager

SIOUX CITY, IA 51102 (D)
712-255-5088
1318 11th Street
ROBERT RUSSELL, Branch Manager

TOPEKA, KS 66607 (P)
913-235-3497
719 Hancock
MYRON L. BRAUM, Branch Manager

NO. KANSAS CITY, MO 64116 (D)
816-474-6160
1225 Bedford Avenue
DROSTE D. MILLEDGE, Vice President

SPRINGFIELD, MO 65802 (P)
417-869-0707
510 South Cavalier
GERALD W. BOWMAN, Branch Manager

Beacon Paper Co. (P)
ST. LOUIS, MO 63114
314-423-4100
8537 Chapin Industrial Court
T. A. FASCETTI, Vice President

Western Paper Distributors Inc (D)
P.O. Box 25743
ALBUQUERQUE, NM 87125
505-842-0575
STEPHEN N. MORRIS, Vice President

Western Paper/Metro Seattle Distribution Center (D)
7011 South 188th Street
KENT, WA 98032
206-251-5300
DICK COX, Vice President & Gen. Manager
KURT OLSON, Corp. Marketing Manager
TERRY KILLINGER, Marketing Manager, Indus Dept.
SHERAN BOSTER, Admin. Manager

West Virginia Paper Company (I)
50 Clay Street
MORGANTOWN, WV 26505
304-292-7324
JOHN R. COBUN, President
GARY L. COBUN, Vice President
DAVID A. COBUN, Treasurer

Whitaker Carpenter Paper Co. (P)
2651 Carl Blvd.
ELK GROVE VILLAGE, IL 60007
312-595-3300
THOMAS J. WASHBURN, Chairman Of The Board, C.E.O.
PETER K. WITTMAN, President, C.O.O.
PRICE LEWIS, Vice President/Web Converting
JEFF KELLERMAN, Vice President Finance

TROY, MI 48084 (P)
313-528-9260
501 Executive Drive
Ste. 312
L. TAKALO, Vice President

APPLETON, WI 54915 (P)
414-731-6339
59 Park Place
W. ZANZIG, Vice President

SMYRNA, TN 37167 (P)
615-459-9576
U.S. 41 So., Bolin Towers
D. DUMM, Vice President

Whitemarsh Paper & Specialties (I)
Cottman St. & Hasbrook Ave.
PHILADELPHIA, PA 19111
215-742-2000
GEORGE C. NESLIE, SR., President
GEORGE C. NESLIE, JR., Treasurer

White River Paper Company (D)
P.O. Box 455
WHITE RIVER JCT., VT 05001
802-295-3188
PETER G. LYFORD, President
MICHAEL R. LYFORD, Vice President
JEFFREY W. LYFORD, Vice President
MARY G. HUNTLEY, Treasurer
JOHN BALLOU, Sales Manager

White-Rose Paper Co., Inc.
(see Frank Parsons Paper Co., Inc.)

Whiting Patterson Co. (P)
5th & Bristol Streets
PHILADELPHIA, PA 19140
215-324-9200
DONALD K. WATSON, JR., President
MICHAEL W. WALSH, Vice President & Sales Manager
JOHN K. HOUSER, Vice President & Treasurer

Whitney Bros., Inc. (D)
352 C Street
BOSTON, MA 02127
617-269-2300
PHILIP R. BYRNE, Chairman & C.E.O.
CHRISTOPHER J. BYRNE, President, C.O.O.
ROBERT M. BYRNE, Treasurer/VP
RAYMOND P. MAGUIRE, Vice President/Sales Mgr.
WILLIAM F. MAILLOUX, Controller
WILLIAM F. POLLOCK, Manager

Wiggins Teape/Spicer Paper, Ltd. (D)
P.O. Box 88 Basingstoke
HAMPSHIRE, RG21 2EE ENGLAND
(0256) 20252
G. C. STANLEY, Chief Executive
N. S. LYDALL, Sales Director

Wilcox Paper Co. (D)
2301 Traffic Street, N.E.
MINNEAPOLIS, MN 55413
612-378-2400
RICHARD MAST, President & Treasurer
DONALD ANDERBERG, Vice President
ROY BROEREN, Sales Manager

Wilcox Paper Company (I)
5916 Court St. Rd.
SYRACUSE, NY 13206
315-437-1496
KENNETH C. SPARKS, President
DAVID P. SPARKS, Vice President
BARBARA M. SPARKS, Treasurer

Wilcox Walters Furlong Paper
(see WWF Paper Corp.)

Wilder Industries Inc. (D)
225 W. Erie Avenue
PHILADELPHIA, PA 19140
215-634-6500
JOSEPH H. MERBACK, C.E.O. & Chairman
AARON J. GREEN, Executive Vice President
JEROME B. MUCHNICK, President & C.O.O.
KENNETH J. GETTLIN, Vice President of Finance
THOMAS BOWMAN, Vice President Marketing
FRANK SPUNGEN, Vice President

ATLANTA, GA 30339 (D)
404-951-1855
6201 Power Ferry Road
Ste. 310
HERBERT NEUWIRTH, Vice President

Sidco Paper (D)
PHILADELPHIA, PA 19134
215-426-9500
449 E. Tioga St.
JOSEPH H. MERBACK, C.E.O. & Chairman
HERBERT BARNETT, Vice Chairman
KENNETH J. GETTLIN, President & C.O.O.
CLIFFORD BARNETT, Vice President
CRAIG STEERMAN, Vice President

Williamsport Paper Co. (I)
460 Market Street
WILLIAMSPORT, PA 17701
717-322-4791
ROBERT J. McKERNAN, President
JOHN MOSHER, Sales Manager

Willmann Paper Company, Inc. (P)
315 Hudson Street
NEW YORK, NY 10013
212-989-2700
IRVING KAPNER, Chairman Of The Board
ROBERT CALIGUIRE, President
ALFRED KRUGER, Treasurer & Vice President
MARTIN FRANKEL, Vice President
BERNARD ROSS, Senior Vice President
SIDNEY TRENCHER, Vice President
CHARLES P. O'HARA, Vice President
RHODA DUBOFSKY, Exec. Vice President
JOSEPH SCARPELLI, Vice President
JACK SULLIVAN, Vice President
ROBERT MUSON, Vice President
SAM WASSERMAN, Vice President
LEONARD LEVINE, Vice President
STEWART BALL, Vice President
JEFFREY FRIEDBERG, Vice President
MICHAEL BERMAN, Vice President
NORMAN WEINSTEIN, Vice President
LEN MIGDAL, Vice President

Crestwood Paper Company (P)
NEW YORK, NY 10013
212-989-2700
315 Hudson Street
IRVING KAPNER, Chairman Of The Board
JEROME I. SHANE, President

Duplicating Papers, Inc. (P)
NEW YORK, NY 10013
212-989-2700
315 Hudson Street
IRVING KAPNER, President

B. W. Wilson Paper Co. (P)
P.O. Box 11248

W

RICHMOND, VA 23230
804-358-6715
LAWRENCE H. RAUPPIUS, President
ERNEST G. DAVIS, JR., Vice President
CHRISTOPHER H. HUNT, Sales Manager
RICHARD BRENNAN, Sales Manager

B. W. Wilson Paper Co., Inc. (D)
CHESAPEAKE, VA 23323
804-487-7700
1015 Cavalier Blvd.
JAMES EVANS, Branch Manager

R. D. Wilson & Sons Co. (D)
P.O. Box 1486
CLARKSBURG, WV 26302-1486
304-624-7549
MARK D. WILSON, President

C. G. Winans Company, Inc. (I)
P.O. Box 950
59-63 Mine Brook Rd.
BERNARDSVILLE, NJ 07924-0950
201-953-0200
DAVID R. McSHANE, President
FRED SPOTTS, Vice President Sales
HARRY LIPPINCOTT, Vice President
ARTHUR FRISCH, Treasurer

EAST BRUNSWICK, NJ 08816 (I)
800-772-2139
35 Cotters Lane
HARRY LIPPINCOTT, Manager

WILLIAMSTOWN, NJ 08094 (I)
800-772-2139
388 Black Horse Pike
ROBERT LEWIS, Manager

Winther Papir (D)
EDW Rahsvej 75
Dk-8220 BRABRAND,
DENMARK 02 45 33 11
ELMER WUTTKE, Branch Manager

Wisconsin Paper & Products Co. (D)
P.O. Box 13455
MILWAUKEE, WI 53213-0455
414-771-3771
W. BROOKS BOYCE, President
RICHARD H. BERGMAN, Vice President/Treasurer
FRED C. BOYCE, Chairman
THOMAS C. BOYCE, Vice President/Secretary
JAMES T. BENTON, Controller

Woelz Paper Division
(see Central Wisconsin Paper Co.)

George B. Woodcock & Company (I)
P.O. Box 3009
CHATSWORTH, CA 91313-3009
808-998-3774
N. N. NORTHCROSS, JR., President
F. K. NORTHCROSS, Vice President
C. R. NORTHCROSS, Treasurer
STEVEN SANDIFER, General Manager
BOYD BARTLETT, Controller

GARDENA, CA 90248 (I)
213-516-9262
367 E. Alondra Blvd.
N. B. LAHICKEY, Branch Manager

Wright Container
(see Stanley Paper Company, Inc.)

Donald Wyman, Inc. (D)
10 High Street
BOSTON, MA 02110
617-426-6282
DONALD WYMAN, President & Treasurer
DONALD WYMAN, JR., Secretary &

Zellerbach Paper Co.
(See Mead Distribution)

The National Paper Trade Association

The Voice of the Paper, Plastics & Allied Products Industry

Mission Statement of NPTA:

The National Paper Trade Association will continue to be viewed as a leading industry trade association by paper, plastics and allied products distributors and suppliers, and as the organization assisting the member companies toward more productive and profitable operations.

Future NPTA Convention and Paper, Plastics and Allied Products Exposition Dates

1987—September 19-22, Westin Peachtree Plaza, Atlanta

1988—September 17-20, Hyatt Regency Hotel, Chicago

1989—October 28-31, Anaheim Marriott, Anaheim Hilton, Anaheim

ALABAMA

Anniston Anniston Paper & Supply Co.

Birmingham Central Paper Co., Inc.
City Paper Co.
Dillard Paper Co.
Mac Papers, Inc.
Mead Merchants

Dothan Unijax, Inc.

Gadsden Gadsden Paper & Supply Co.

Huntsville Athens Paper Co.
Huntsville Paper Co.
Redstone Paper Co.

Mobile Dees Paper Co., Inc.
MacKinnon Paper Co., Inc.
Paper Products Co., Inc.
Unijax, Inc.

Montgomery Mac Papers, Inc.
Weaver Paper Co.

Mountain View Camp Paper & Envelope Co.

Sheffield Paper & Chemical Supply Co.

Tuscaloosa Affiliated Paper Companies, Inc.

ALASKA

Anchorage Alaska Paper Co., Inc.
Frontier Paper, Inc.
Unisource Corp.
Zellerbach Paper Co.

Fairbanks Unisource Corp.

Kenai Peninsula Paper Co.

ARIZONA

Fort Smith Bancroft Paper Co.
Butler Paper Co.
Fort Smith Paper Co.
Prescotech Co.

Glendale Zellerbach Paper Co.

Phoenix Butler Paper Co.
Century Papers, Inc.
Dixon Paper Co.
Reuben Schneider Co.
Unisource Corp.
WWF Paper Corp.
Wegbreit & Associates, Inc.

Pine Bluff Smith Paper Co.

Rogers Fine Papers of Rogers

Tucson Butler Paper Co.
Century Papers, Inc.
Unisource Corp.

ARKANSAS

Little Rock Arkansas Bag & Equipment Co.
Butler Paper Co.
Crown Zellerbach - Fine Papers Division
Fine Papers of Little Rock
Little Rock Paper Co.
Packaging Associates Co.
Printing Papers, Inc.
Roach Paper Co.
Western Paper Co.

CALIFORNIA

Agoura Hills Conejo Container & Shipping Room Supplies

Bakersfield Unisource Corp.
Zellerbach Paper Co.

Brisbane Butler Paper Co.

Buena Park Marfred Industries

Chatsworth George B. Woodcock & Co.

City of Commerce Unisource Corp.

City of Industry WWF Paper Corp.
Butler Paper Co.

Commerce Ingram Paper

Dublin Unisource Corp.

El Centro Carr Paper Co.

Eureka Zellerbach Paper Co.

Fresno Conifer Paper Products, Inc.
Unisource Corp.
Zellerbach Paper Co.

Gardena George B. Woodcock & Co.

Hayward Landsberg, Kent H., Co.
Ponderosa Paper Co.

Indo Carr Paper Co.

Lafayette Affiliated Paper Companies

Lakeview Terrace Marfred Industries

Long Beach Unisource Corp.

Los Angeles Donill Die Cutting
Keldon Paper Co.
Kelly Paper Co.
Kirk Paper Co., Inc.
LaSalle Paper Co.
Nationwide Papers
Paper Mart
Stanley Paper Co., Inc.
Taverner & Fricke
Trade Paper Co.
Unisource Corp.
Wright Container
Zellerbach Paper Co.

Milpitas Paper Materials Co.

Montebello Landsberg, Kent H., Co.
Sunclipse, Inc.

National City Paper City
Zellerbach Paper Co.

North Hollywood Marfred Industries

Oakland Norco Paper Co.

Orange Spartan Paper Products
The Package Factory

Oxnard Paper & Plastics, Inc.

Petaluma Fishman Supply Co.

Pomona Carr Paper Co.

Richmond Conifer Paper Products, Inc.

Sacramento Butler Paper Co.
Zellerbach Paper Co.

Salinas Crent Co.
Peninsula Paper Co.

San Bernadino Unisource Corp.

San Diego Kirk Paper Co.
Nationwide Papers
Unisource Corp.

San Francisco Kirk Paper Co.
Nationwide Papers
Unisource Corp.

San Jose Northern Paper Distributing
Unisource Corp.

San Luis Obispo San Luis Paper Co.

San Marcos Landsberg, Kent H., Co.
Pak West Paper & Chemical

San Ramon Zellerbach Paper Co.

Santa Ana Pacific Wester Container
Pak West Paper & Chemical

Santa Maria Zellerbach Paper Co.

Santa Rosa Butler Paper Co.

South San Francisco Viking Paper Converters
Zellerbach Paper Co.

Stockton Zellerbach Paper Co.

Sun Valley Marfred Industries

Visalia Caskey Paper Co.

COLORADO

Aurora Century Papers, Inc.
Consolidated Packaging, Inc.

Colorado Springs Butler Paper Co.
Dixon Paper Co.

Denver Butler Paper Co.
Carpenter Paper of Nebraska
Dixon Paper
Gleason Paper Co.
Katzke Paper Co.
Nationwide Papers
Unisource Corp.
Zellerbach Paper Co.

Englewood Butler Paper Co.

Grand Junction Dixon Paper Co.

Pueblo Dixon Paper Co.

CONNECTICUT

Bridgeport Eastern Bag & Paper Co., Inc.
Munroe, D. F., Co.

East Hartford Lindenmeyr Paper Corp.
WWF Paper Corp.

Guilford Affiliated Paper Companies
Hamden St. Jon Packaging Co., Inc.
Hartford City Supply & Paper Co.
Eastern Paper Co.
Rourke-Eno Paper Co.
New Haven Rourke-Eno Paper Co.
North Haven Butler Paper Co.
Norwich Consumers Paper & Supply Corp.
Rocky Hill Ris Paper Co., Inc.
South Windsor Carter Rice
Stamford Eastern Paper of New England
Impressions Paper & Supply Corp.
Nationwide Papers
Stony Creek Lindenmeyr Paper Corp.
Stratford The Hudson Paper Co., Inc.
West Haven Carter Rice
Ris Paper Co., Inc.
Yantic Arrow Paper & Supply Co.

DELAWARE

Newark Fulton Paper Co.
Galer & Hults, Inc.
Wilmington Advance Paper & Chemical Co.
First State Paper, Inc.
Fulton Paper Co.

DISTRICT OF COLUMBIA

Washington Stott, Chas. G., & Co., Inc.

FLORIDA

Bradenton Manatee Paper Co.
Delray Beach The Paper Outlet
Fort Lauderdale Broward Paper & Packaging, Inc.
Fort Pierce St. Lucie Paper & Packaging
Jacksonville Affiliated Paper Companies
Florida Paper Co.
Heritage Paper Co., Inc.
Mac Papers, Inc.
Mead Merchants
Palmer Paper Co.
Pioneer Paper & Plastics
Unijax, Inc.
Virginia Paper Co.
Kissimmee Central Florida Envelope
Medley Palmer Paper Co.
WWF Paper Co.
Miami Case Paper Co.
Coral Paper Corp.
Graco Paper Co., Inc.
Mac Papers, Inc.
Major Paper Converters, Inc.
Pan American Papers, Inc.
Polyplast Group, Inc.
Saxon Paper
Southern Paper Co.
Unijax, Inc.
Virginia Paper Co.
North Fort Myers Unijax, Inc.
North Miami Beach Bunzl U.S.A. Florida
Ocala Colonial Paper Co.
Orlando Atkins Paper, Inc.
Delta Paper Corp.
Heritage Paper Co., Inc.
Mac Papers, Inc.
Mead Merchants
Palmer Paper Co.
Peninsular Paper Co.
Unijax Inc.
Virginia Paper Co.
Ormond Beach Central Atlantic Corp.
Virginia Packaging & Supply
Palatka Hudson Distributing
Panama City Panama City Paper Co.
Pensacola Unijax, Inc.
Plantation A & M Tape & Packaging
Punta Gorda Johnson Wholesale
Riviera Beach Palm Beach Paper Co., Inc.
Stuart St. Lucie Chemical & Supply
Tallahassee Mac Papers, Inc.
Unijax, Inc.
Tampa Associated Paper & Supply Co.
Heritage Paper Co., Inc.
Mac Papers, Inc.
Mead Merchants
Palmer Paper Co.
Peninsular Paper Co.
Pyramid Paper Co.
Saxon Paper
Unijax, Inc.
Virginia Paper Co.
West Palm Beach The Stevens Co.
Unijax, Inc.

GEORGIA

Albany Paper Supply Co.
Atlanta Affiliated Paper Companies
Camelot Distributing Co.
Fulton Paper Co., Inc.
General Paper Goods Co.
Industrial Paper Corp.
Landsberg, Kent H., Co.
Mac Papers, Inc.
Mead Merchants
Nationwide Papers
Norel Plastics of Georgia
Packaging Supply Co., Inc.
Piedmont National Corp.
Sloan Paper Co.
Unijax, Inc.
Virginia Paper Co.
Wilcox Walter Furlong Paper
Wilder Industries, Inc.
Augusta Augusta Paper Co.
Dillard Paper Co.
Unijax, Inc.
Blue Ridge North Georgia Paper & Specialty Co.
Brunswick Morris-Bancroft Paper Co.
Columbus Mac Papers, Inc.
Unijax, Inc.
Dalton Chattanooga Paper & Woodenware
Lithonia Associated Paper & Supply Co.
Macon Dillard Paper Co.
Unijax, Inc.
Rome Chattanooga Paper & Woodenware
Dillard Paper Co.
Savannah Unijax, Inc.
Valdosta Unijax, Inc.
Vidalia Coleman Paper Co., Inc.

HAWAII

Honolulu Unisource Corp.
Zellerbach Paper Co.

IDAHO

Boise Dixon Paper Co.
Unisource Corp.
Western Paper Co.
Zellerbach Paper Co.
Idaho Falls Unisource Corp.

ILLINOIS

Alsip Packaging Consultants, Inc.
Aurora Shorr Paper Products, Inc.
Bannockburn Clifford-Gould & Wade Paper Corp.
Bellwood Russell-Field Paper Co., Inc.
Broadview LaSalle Messinger Paper Co.
Champaign Bush Brothers, Inc.
Crescent Paper Co.
Chicago AAA Papers
Arvey Paper & Supplies
Butler Paper Co.
Case Paper Co.
Gummed Papers of America, Inc.
Iroquois Paper Co.
Knox & Schneider, Inc.
Krasny Supply Co., Inc.
Lindenmeyr Paper Corp.
Monarch Box & Paper Co.
Montrose Paper, Inc.
Patco, Inc.
Shorr Paper Products, Inc.
Weil, Joseph & Sons, Inc.
Cicero ABC Shipping Supply Co.
Decatur Decatur Paper Co.
Deerfield Inter City Papers, Ltd.
Des Plaines Butler Paper Co.
Leslie Paper

Elgin	Elgin Paper Co.
Elk Grove Village	Forest Atwood Paper Greenberg Corp., Inc. Inlander-Steindler Paper Co. Nationwide Papers Runge Paper Co. Whitaker Carpenter Paper Co.
Elmhurst	Kranz, Inc.
Franklin Park	OK Papers, Inc. Fleetwood Paper Co.
Hillside	Mead Merchants
Joliet	Robert Pilcher Paper Co.
Kankakee	Kranz, Inc.
Melrose	Kenny Paper Co.
Melrose Park	Interstate Wrapping Products
Milan	Inlander-Steindler Paper Co.
Northfield	Perkins-Goodwin Co., Inc.
Northlake	Murnane Paper Co.
Oak Lawn	Rite-Away Paper Points, Inc.
Park Ridge	Access Paper & Converting
Peoria	Butler Paper Co. Tobey Peoria Paper
Quincy	Irwin Paper Co.
Rockford	Alpine Paper Co. Leslie Paper Rockford Paper & Plastics Co.
Rock Island	Carpenter Paper of Iowa Leslie Paper
Rosemont	Pritty Pak
Schaumberg	Affiliated Paper Companies
Schiller Park	Rotary Paper Manifold Co.
South Beloit	Inlander-Steindler Paper Co.
Springfield	Capital City Paper Co.

INDIANA

Bloomington	Schnaible Service & Supply Co.
Evansville	Butler Paper Co. Capital Consolidated, Inc. McMurty-Martin Papers, Inc. Prescotech Co.
Fort Wayne	Butler Paper Co. Carpenter Paper Company of Indiana Fisher Brothers Paper Co. Korte Paper Co., Inc. McMahon Paper Co. Schnaible Service & Supply Co. Taylor Martin Papers, Inc.
Griffith	Inlander-Steindler Paper Co.
Hartford City	Mead Merchants
Indianapolis	Acorn Paper & Restaurant Supply Co. Butler Paper Co. Capital Consolidated, Inc. Copco Papers Inc. Cordage Papers Crescent Paper Co. MacCollum Paper Co. Mead Merchants Ochs Paper Co. Pritty Pak Ris Paper Co., Inc. Schnaible Service & Supply Co. Taylor Martin Papers, Inc.
Kokomo	Schnaible Service & Supply Co.
Lafayette	Schnaible Service & Supply Co.
La Porte	Schnaible Service & Supply Co.
Muncie	Jordan Paper Products, Inc. Schwartz Paper Co.
South Bend	Inlander-Steindler Paper Co. Paperpoint of South Bend Ris Paper Co., Inc.
Terre Haute	Butler Paper Co.

IOWA

Burlington	Burlington Paper Co.
Cedar Rapids	Baker Paper Co. Butler Paper Co. Gasway, J.P., Co., Inc. Midwestern Paper Co.
Davenport	Peterson Paper Co.
Des Moines	Butler Paper Co. Carpenter Paper of Iowa Leslie Paper Midwestern Paper Co. National Paper Co.
Dubuque	Weber Paper Co.
Marshalltown	Shorr Paper Products, Inc.
Sioux City	Carpenter Paper of Nebraska Midwestern Paper Co. The Paper Co.
Waterloo	Iowa Paper Co. Waterloo Paper Co.
West Des Moines	Iowa Retail Packaging Corp. Valley Papers, Inc.

KANSAS

Kansas City	Nationwide Papers Wayne Paper Co., Inc.
Lenexa	Butler Paper Co. Leslie Paper
North Kansas City	Midwestern Paper Co.
Overland Park	LaSalle Messinger Paper Co.
Shawnee Mission	Western Paper Co.
Topeka	Nationwide Papers Midwestern Paper Co.
Wichita	Butler Paper Co. Mid Continent Paper Co. Paper Sales, Inc. Western Paper Co.

KENTUCKY

Bowling Green	Bowling Green Paper Co.
Covington	Guardian Paper Corp.
Lexington	Athens Paper Co. Baumann Paper Co. Southern Paper Co.
Louisville	Athens Paper Co. Capital Consolidated, Inc. Louisville/Southeastern Paper Mead Merchants Nationwide Papers Prescotech Co. Southern Paper Co. Superior Paper, Inc.
Paducah	Mac-Pak

LOUISIANA

Alexandria	Bancroft Paper Co. Butler Paper Co.
Bastrop	Parker Wholesale Paper, Inc.
Baton Rouge	Bancroft Paper Co. Butler Paper Co. General Paper Co., Inc.
Bossier City	The Paper Shack & Container
Lafayette	Bancroft Paper Co. Butler Paper Co.
Metairie	Marks Paper Co.
Monroe	Bancroft Paper Co. Southland Wholesale Distributors
New Orleans	Advance Paper Co. D & W Paper Co., Inc. Diamond Paper Co., Ltd. Fine Papers, Inc. Graphic Papers, Inc. Mac-Pak Palmer Paper Co. Pelican Paper Co., Inc. Southern Paper Co., Ltd. Unijax, Inc.
Shreveport	Bancroft Paper Co. Butler Paper Co. Western Paper Co.
West Monroe	Butler Paper Co.

MAINE

Auburn	Reed Paper & Party Outlet
Bangor	Reed Paper Co. Superior Paper Products, Inc.
Lewiston	Reed Paper Co., Inc.
Portland	Carter Rice Robinson, C.H., Paper Co. Superior Paper Products, Inc.
Westbrook	Munroe, D.F., Co.
Woburn	Robinson, C.H., Paper Co.

MARYLAND

Baltimore
Baltimore Warner Paper Co.
Butler Paper Co.
Leonard Paper Co.
Monumental Paper Co.
Mudge Paper Co.
Nationwide Papers
Porters Supply Co., Inc.
Ris Paper Co., Inc.
White Rose Paper Co., Inc.

Capitol Heights
Ris Paper Co., Inc.

Cheverly
Butler Paper Co.

Columbia
Garrett-Buchanan Co.

Hagerstown
Antietam Paper Co., Inc.
Weiss Brothers of Hagerstown

Hanover
Norel Plastics, Ltd.

Landover
Cantwell-Cleary Co., Inc.
Frank Parsons Paper Co., Inc.
Freedman, S., & Sons, Inc.
Mudge Paper Co.
Stanford Paper Co.
Virginia Paper Co.

Salisbury
Dillard Paper Co.

Savage
Acme Paper & Supply Co., Inc.
Wilcox Walter Furlong Paper

MASSACHUSETTS

Ayer
Horn Corp.

Bedford
St. Jon Packaging Co.

Beverly
Atlantic Papers

Boston
Carter Rice
Empire Paper Corp.
Whitney Bros., Inc.
Wyman, Donald, Inc.

Canton
Berry, H.T., Co., Inc.
Lindenmeyr Paper Corp.

Charlestown
WWF National
WWF Paper Corp.

Chelsea
Industrial Wiper Supply

Danvers
Danvers Paper Co., Inc.

Fitchburg
Tonkin Papers, Inc.

Foxboro
Set Point Paper Co., Inc.

Framingham
Butler Paper Co.

Gardner
Symons Paper Co.
U.S. Packaging, Inc.

Haverhill
Koffman Products, Inc.
Star Paper Co., Inc.

Holyoke
Judd Paper Co.
Plymouth Paper Co., Inc.

Lowell
Proctor Paper Co.

Lynn
Stone, J., & Co., Inc.

Mansfield
Munroe, D.F., Co.

Needham
Bret Packaging Co.

North Adams
Ashkar, A., Sales Co., Inc.

North Billerica
Quality Paper Inc.

Onset
U.S. Packaging, Inc.

Pittsfield
Brigham, C.T., Co.

Randolph
Century Paper Co., Inc.

Salem
Salem Paper Co.

Somerville
Arrow Paper Co.

South Boston
Globe Bag Co., Inc.

Springfield
Carter Rice
Rourke-Eno Paper Co.
Standard Paper & Merchandise

Westfield
Matthias Paper Corp.

West Springfield
Butler Paper Co.

Wilmington
Munroe, D.F., Co.

Winchester
Ingalls Cronin Co.

Woburn
Atlas Paper Co.
Dowd Co.
Ris Paper Co., Inc.
Rourke-Eno Paper Co.

Worcester
Butler-Dearden Paper Service
Carter Rice
Rourke-Eno Paper Co.

MICHIGAN

Alpena
Steindler Paper Co.

Ann Arbor
Taylor Martin Papers of Michigan, Inc.

Auburn Heights
Chope-Stevens Paper Co.
Liberty Paper & Bag Co.

Benton Harbor
Thayer, Inc.

Birmingham
Ambrose, Inc.

Detroit
Mead Merchants
Seaman-Patrick Paper Co.
Standard Paper
Steindler Paper Co.
Union Paper Co.

Flint
Mead Merchants

Grand Rapids
Carpenter Paper Co.
Lowe Packaging Services, Inc.
Mead Merchants
Paperpoint of Grand Rapids
Quimby-Walstrum Paper Co.
Steindler Paper Co.

Kalamazoo
Mead Merchants
Paperpoint of Kalamazoo
Southon Paperpoint, Inc.
Steindler Paper Co.
Taylor Martin Papers, Inc.

Lansing
Butler Paper Co.
Dudley Paper Co.

Livonia
Bulter Paper Co.

Madison Heights
American Paper Co.
Nationwide Papers

Muskegon
Nichols Paper & Supply Co.
Steindler Paper Co.

Petoskey
Steindler Paper Co.

Saginaw
Dudley Paper Co.
Nagel Paper & Box Co.
Reid Paper Co.

Traverse City
Steindler Paper Co.

Troy
Michigan Paper Co.
Whitaker Carpenter Paper Co.

MINNESOTA

Austin
Schilling Paper Co., Inc.

Duluth
Duluth Paper & Specialties Co.

Mankato
Paper Service Co., Inc.

Minneapolis
Johnson Paper & Supply Co.
Leslie Paper
Mead Merchants
Nationwide Papers
Packaging Materials
Turnquist Paper Co.
Wilcox Paper Co.

Minnetonka
Holmberg Co., Inc.

Rochester
Butler Paper Co.
Schilling Paper Co., Inc.

St. Paul
Anchor Paper Co.
Apache Paper Co.
Butler Paper Co.
Inter-City Paper Co.
Leslie Packaging

MISSISSIPPI

Columbus
Newell Paper Co.

Greenwood
Bancroft Paper Co.

Gulfport
Gulfport Paper Co., Inc.

Jackson
Arrow Paper Co.
Bancroft Paper Co.
Cardinal Paper Co.
Central Paper Co.
Fisher Brothers Paper Co.
Jackson Paper Co.
Packaging Associates Co.
Steindler Paper Co.

Laurel
Bancroft Paper Co.

Meridian
Newell Paper Co.

Natchez
Bancroft Paper Co.

Tupelo
Mississippi Paper Co.

MISSOURI

Florissant
Distribix, Inc.

Hazelwood
Packaging Consultants, Inc.

Joplin
Butler Paper Co.
Tayloe Paper Co.

Kansas City
Mead Merchants
Paper Supply Co.
Ropak

North Kansas City	Tobey Fine Papers
St. Joseph	Sheridan-Clayton Paper Co.
St. Louis	Beacon Paper Co. Bellerive Paper Co. Bunzl Distribution Center Butler Paper Co. Central States Diversified The Label Co., Inc. Lee Paper Co., Inc. Mead Merchants Nationwide Papers Renard Paper Co., Inc. Royal Papers, Inc. St. Louis Paper & Box Co. Shaughnessy-Kniep-Hawe Paper Smith-Scharff Supply Service, Inc. Tobey Fine Papers
Springfield	Midwestern Paper Co. Nationwide Papers

MONTANA

Billings	Carpenter Paper of Nebraska Dixon Paper Co. Western Paper Co.
Great Falls	Carpenter Paper of Nebraska Zellerbach Paper Co.
Missoula	Carpenter Paper of Nebraska

NEBRASKA

Grand Island	Carpenter Paper of Nebraska Nogg Brothers Paper Co.
Lincoln	Carpenter Paper of Nebraska Western Paper Co.
Omaha	Butler Paper Co. Carpenter Paper of Nebraska Leslie Paper National Paper Co. Nogg Brothers Paper Co. Omaha Paper Co. Western Paper Co.

NEVADA

Las Vegas	Unisource Corp. Western Paper Co. Zellerbach Paper Co.
Reno	Dixon Paper Co. Unisource Corp.
Sparks	Butler Paper Co. Zellerbach Paper Co.

NEW HAMPSHIRE

Concord	Carter Rice Ris Paper Co., Inc. Rourke-Eno Paper Co.
Keene	Keene Industrial Paper Co.
Laconia	Goodwin-Robbins Paper Co., Inc.
Manchester	Central Paper Products Co. Manchester Paper Supply Co. Munroe, D.F., Co.
Portsmouth	Portsmouth Paper Co.

NEW JERSEY

Bayonne	Liberty Paper Co.
Bernardsville	McShane Packing Winans, C.G., Co. Winans-McShane
Bloomfield	Fidelity Paper & Supply Corp.
Bogota	Norel Plastic Co.
Brentwood	Alliance Paper & Packaging Co.
Cherry Hill	Packer Paper Products, Inc.
Clifton	Major Paper Converters, Inc. Regal Envelope Co., Inc. Royal Paper of New York, Inc.
East Orange	National Paper Company of New Jersey
East Rutherford	Bulkley Dunton
Edison	Allied Paper Products Co.
Florham Park	Bunzl Corp.
Hillside	Marking Development Corp. Mooney-General Paper Co., Inc.
Kenilworth City	Lewmar Paper Co.
Monmouth Beach	Strype, Fred C., Inc.
Moonachie	Heller & Usdan, Inc. Valiant Paper & Packaging Co.
Morristown	Greenson Paper Co., Inc.
Neptune City	South Shore/Schuster Paper Co.
Newark	Central Paper Co.
New Brunswick	Jersey Paper Co.
Paterson	Passaic-Bergen Paper Co. Paterson Card & Paper Co.
Pennsauken	Garden City Paper International Paper Quick Ris Paper Co., Inc.
Pleasantville	City Supply Co., Inc.
Port Reading	Tec Products Co., Inc.
Rutherford	Lindenmeyr Paper Corp.
South Hackensack	Global Paper Co.
Thorofare	Norel Plastic Co.
Trenton	Central Paper Co. Crest Paper Products Papers, J.B., Inc.
Union	Papers, J.B., Inc.
Vineland	South Jersey Paper Products
West Caldwell	Hudson City Paper Co., Inc.
Williamstown	Winans-Carter Corp.

NEW MEXICO

Albuquerque	Cardinal Paper Co. Dixon Paper Co. Nationwide Papers

NEW YORK

Albany	Alling and Cory Empire Paper Corp. Hudson Valley Paper Co. Ris Paper Co., Inc. Seneca Paper Co. Smith, W.H., Paper Corp.
Amsterdam	Hill & Markes, Inc.
Astoria	Gould Paper Corp.
Auburn	Johnston Paper & Packaging Co., Inc.
Binghamton	Seneca Paper Co.
Bronx	Borax Paper Products, Inc. Congress Paper Corp. Harlem Paper Products Corp. Hunter Paper Co. Imperial Bag & Paper Co., Inc. Paper Enterprises, Inc.
Brooklyn	Burke Supply Co., Inc. Great Atlantic Paper Packaging Corp. Mandler Paper Co. Mutual Paper Co. National Paper & Packaging R. & D. Paper Co.
Buffalo	Alling and Cory Buffalo Paper & Twine Co. Calabrese Brothers, Inc. Chudy Paper Co. Hubbs & Howe Co., Inc. Mead, D.J., Inc. Murphy Paper Co., Inc. Prescotech Co. Seneca Paper Co. Unicorn Paper Co.
Elmira	Horowitz Paper & Packaging Co.
Endwell	Hudson Valley Paper Co.
Farmingdale	Communication Paper Corp. Silfen-Berman Paper Co., Inc.
Fulton	River House Distributors
Garden City	Ris Paper Co., Inc. Walker Goulard Plehn Co.
Glens Falls	Leland Paper Co., Inc. Sofco, Inc.
Hamburg	Alcor Envelope Co.
Hewlett	Direct Packaging Inc.
Hicksville	Silfen-Berman Paper Co., Inc.
Horsehead	Mead, D.J., Inc.
Jamaica	Queensboro Paper Corp.
Kingston	Spiegel Brothers Paper Co.
Liverpool	Seneca Paper Co.
Long Island City	Alling and Cory Andrews/Nelson/Whitehead

Case Paper Co., Inc.
Hobson Miller Paper Co.
Lindenmeyr Paper Co.
Ris Paper Co., Inc.
Saxon Paper

Maspeth
Canover Industries, Inc.
Greene, E., & Co.
Viking-Criterion Paper Corp.

Newburgh
Mt. Ellis Paper Co., Inc.

New Rochelle
Manslo Supply Corp.

New York
Aldine Technologies, Inc.
Allen & Gray Corp.
Aquatex Paper Corp.
Baldwin Paper Co.
Bloch Brothers Paper Co.
Bulkley Dunton
Capital Paper Co., Inc.
Carlyle Paper Co.
Clifford-Gould Paper Corp.
Crestwood Paper Co.
Duplicating Papers, Inc.
GWM Industries, Inc.
Gould Paper Corp.
Harry Elish Paper Co., Inc.
Lindenmeyr Central
Majestic Paper Corp.
Marquardt & Co., Inc.
Millar, George W., & Co.
Olympic Paper Co., Inc.
Paper Corp. of the U.S.
Papers, J. B., Inc.
Perkins-Goodwin Co., Inc.
Presto Paper Co., Inc.
Richard Bauer & Co., Inc.
Robert Paper Co., Inc.
Royal Paper Corp.
Selig Paper Co.
Saxon Paper
Triangle Marketing Corp.
Triangle Trading Co.
WWF International, Ltd.
WWF Paper Corp.
Willmann Paper Co., Inc.

Port Chester
Strauss Paper Co., Inc.

Poughkeepsie
Sofco, Inc.

Queens Village
EPC Distributors, Inc.

Rochester
Alling and Cory
Calabrese Brothers, Inc.
Hubbs & Howe Co., Inc.
Oken Distributing
Orcon-Prescotech Group
RMA/Kolko Corp.
Seneca Paper Co.

Scotia
Sofco, Inc.

Staten Island
Baron-Batz Paper Co.
Cross Siclare New York, Inc.

Syracuse
Alling and Cory
Miller Paper Co. Division
Wilcox Paper Co.

Tonawanda
Hy-Grade Distributors, Inc.

Utica
Alling and Cory
Sofco, Inc.

Victor
Allchin Paper Co.

Westbury
Grayco Products Corp.

Yonkers
Crown Products Co.

NORTH CAROLINA

Asheville
Standard Paper Sales Co.

Charlotte
Carolina Paper & Builders Materials, Inc.
Case Paper Co.
Caskie Paper Co.
Charlotte Paper Co.
Dillard Paper Co.
Henley Paper Co.
Nationwide Papers
Snyder Paper Corp.
Unijax, Inc.
Virginia Paper Co.
Wilcox Walter Furlong Paper

Durham
Brame Specialty Co.

Fayetteville
Caskie Paper Co.

Greensboro
Dillard Paper Co.
Henley Paper Co.
Morrisette Paper Co.
Tarheel Paper & Supply Co.
Unijax, Inc.
Virginia Paper Co.

Hickory
Henley Paper Co.
Morrisette Paper Co.
Snyder Paper Corp.

High Point
Henley Paper Co.
Matthias Paper Corp.
Snyder Point Corp.
U.S. Packaging, Inc.

Kernersville
Wilcox Walter Furlong Paper

Lumberton
Image Supply, Inc.

Maxton
U.S. Packaging, Inc.

Raleigh
Dillard Paper Co.
Henley Paper Co.
Morrisette Paper Co.
Norris, Garland C., Co.
Snyder Paper Corp.
Unijax, Inc.
Virginia Paper Co.

Reidsville
Paper Development Corp.

Rocky Mount
Brame Specialty Co.

Skyland
Henley Paper Co.

Wake Forest
Welsh Paper Co.

Wilmington
Brame Specialty Co.
Dillard Paper Co.

Winston-Salem
Dillard Paper Co.
Norel Plastic of North Carolina

NORTH DAKOTA

Bismark
Cole Papers, Inc.

Fargo
Butler Paper Co.
Cole Papers, Inc.
Dacotah Paper Co.
Leslie Paper
Western Paper Co.

Grand Forks
Cole Papers, Inc.

Minot
Cole Papers, Inc.

OHIO

Akron
Mead Merchants
Prescotech Co.
Rohner Distributors, Inc.

Bellaire
Alling and Cory

Bowling Green
Fisher Brothers Paper Co.

Canton
Conley, M., Co.
Herrington Paper Co.

Cincinnati
American Paper & Plastic Co.
Buehler, W.E., Paper Co.
Camelot Distributing Co.
Cordage Papers
Mead Merchants
National Independent Sanitary Supply Co., Inc.
Nationwide Papers
Nissco Group
Paper Corp of U.S.
Paragon Paper Corp.
Ris Paper Co., Inc.
Saalfeld Paper Co.

Cleveland
Alling and Cory
Brewer-Chilcote Paper Co.
Cleveland Paper Co.
Copco Papers, Inc.
Mead Merchants
The Millcraft Paper Co.
National Paper & Packaging Co.

Columbus
Capital Consolidated, Inc.
Copco Papers, Inc.
Cordage Papers
Cottingham Paper Co.
Hull Paper Co.
Mead Merchants
The Millcraft Paper Co.
Package & Handling Supplies Co.
Richards & Simmons, Inc.
Ris Paper Co., Inc.
Sterling Paper Co.

Cuyahoga
Gascon Paper Co.
The Millcraft Paper Co.

Dayton
Cincinnati Cordage & Paper Co.
Copco Papers, Inc.
Cordage Papers
Hull Paper Co.
Mead Merchants
Package & Handling Supplies Co.
Ris Paper Co., Inc.

Defiance
Mellocraft Co.

Findlay
Copco Tape & Label Division
Mead Merchants

Lima
Greto Corp.

Mansfield
Sterling Paper Co.

Maumee
Alling and Cory

Springfield
I Supply

Toledo
Butler Paper Co.
Cannon Paper Co.
Commerce Paper Co.

	Copco Papers, Inc. Mellocraft Co. The Millcraft Paper Co. Ohio & Michigan Paper Co.
Warren	Berk Paper & Supply
Youngstown	Hearn Paper Co.

OKLAHOMA

Ada	Ada Paper Co.
Muskogee	Gordon's Wholesale
Oklahoma City	Butler Paper Co. Cardinal Paper Co. Carpenter Paper of Nebraska Consolidated Packaging, Inc. Mead Merchants Oklahoma Paper Co. Western Paper Co.
Tulsa	Butler Paper Co. Carpenter Paper of Nebraska Mead Merchants Southwest Paper Co. Tayloe Paper Co. Western Paper Co.

OREGON

Beaverton	Kaplan Paper Co.
Eugene	Zellerbach Paper Co.
Medford	Unisource Corp.
Milwaukie	Unisource Corp.
Portland	Supplyways, Inc. Unisource Corp. Zellerbach Paper Co.
Salem	Supplyways, Inc.

PENNSYLVANIA

Allentown	Alling and Cory Beck Packaging Corp. Garrett-Buchanan Co. Lehigh Valley Paper Co. Penn State Paper & Box Co. Ris Paper Co., Inc.
Bala Cynwyd	WWF Paper Corp.
Bensalem	Alling and Cory
Erie	Alling and Cory CDA Distributors Hammermill Distribution Group Lemac Packaging, Inc. The Millcraft Paper Co. Prescotech Co.
Fort Washington	Springfield Paper Specialties
Girard	Paragon Packaging Products
Harrisburg	Alling and Cory Harrisburg Paper Co. Paper Distributors, Inc.
Homestead	John Groves Co.
Johnstown	Morris Paper Co.
King of Prussia	Atlantic Paper Co.
Lancaster	Garrett-Buchanan Co. Hershey Paper Co. Lindenmeyr Paper Corp. United Twine & Paper Co.
Lansdale	Penn Valley Chemical Co.
Leetsdale	Copco Papers, Inc.
Mechanicsburg	Butler Paper Co.
McKees Rocks	Darragh Paper Co.
McMurray	Affiliated Paper Companies
Palmer	Fuller Paper Co., Inc.
Paoli	Bentley Paper Corp.
Philadelphia	Acorn Paper Co. Alling and Cory Clinton Envelope and Paper Deltapaper Corp. Dubin Paper Co. Eagle Paper Co. Enterprise Paper Co., Inc. Garrett-Buchanan Co. Grant Paper Co. Lapinson Supply Co. Lesco Paper & Box Co. Lindenmeyr Paper Corp. Paper Merchants Penn Jersey Paper Co. Shore Paper Co. Sidco Paper Simon Miller Sales Co. Walter, S., Packaging Corp. Whitemarsh Paper & Specialties Whiting Patterson Co. Wilcox Walter Furlong Paper Wilder Industries, Inc.
Pittsburgh	Alling and Cory Bennett Paper Co. General Paper Mead Merchants Morris Paper Co. Paper Products Co., Inc.
Reading	Earl, M.J., Inc. Garrett-Buchanan Co. Weiss Paper Co., Inc.
Red Lion	Jedco Paper Corp.
Scranton	Wilcox Walter Furlong Paper Co.
Southampton	Harco Paper Co. The Paper Factory, Inc.
Springfield	Fulton Paper Co.
Valley Forge	Paper Corp. of America
Wilkes-Barre	Union Paper & Supply Co.
Westlawn	The Paper Party
Williamsport	Williamsport Paper Co.
Yeadon	Matthias Paper Corp.
York	Andrews Paper House of York
	Colony Papers, Inc. Mudge Paper Co. Quaker City Paper & Chemical

RHODE ISLAND

East Providence	Rourke-Eno Paper Co.
Lincoln	Roberts Paper Co.
Pawtucket	Carter Rice
Providence	Butler Paper Co. Fox, P.J., Paper Co., Inc. Ris Paper Co., Inc.
Warwick	Lyons & Morrison Paper Co. Pioneer Stimpson

SOUTH CAROLINA

Charleston	Charleston Paper Co. Dillard Paper Co. Unijax, Inc.
Columbia	Caskie Paper Co. Columbia Paper Co. Dillard Paper Co. Unijax, Inc. Virginia Paper Co.
Fort Mill	Mac Papers, Inc.
Greenville	Caskie Paper Co. Dillard Paper Co. Mac Papers, Inc. Unijax, Inc.
Lexington	Carolina Retail Packaging, Inc.
Taylors	Henley Paper Co.

SOUTH DAKOTA

Aberdeen	Cole Papers Inc.
Rapid City	Emsco Industries, Inc.
Sioux Falls	Butler Paper Co. Cole Papers, Inc. Leslie Paper The Paper Co.

TENNESSEE

Chattanooga	Advance Paper Co. Athens Paper Co. Chattanooga Paper & Woodenware Mead Merchants Southern Paper Co.
Jackson	Unijax, Inc.
Knoxville	Cordage Papers Dillard Paper Co. Mead Merchants Southern Paper Co.
Memphis	Butler Paper Co. Magnolia Paper & Janitor Supply Mayer Myers Paper Co. Mead Merchants Nationwide Papers Paper Products Co. Roach Paper Co.

	Summerfield Paper Co. Unijax, Inc. Western Paper Co.
Nashville	American Paper & Twine Co. Athens Paper Co. Cordage Papers Mead Merchants Unijax, Inc.
Smyrna	Whitaker Carpenter Paper Co.
Winchester	Chattanooga Paper Co.

TEXAS

Abilene	Matera Paper Co.
Amarillo	Carpenter Paper of Nebraska Dixon Paper Co. Roberts Paper Co.
Arlington	Nationwide Papers
Austin	Bancroft Paper Co. Butler Paper Co. Century Papers, Inc. Clampitt Paper Co. Matera Paper Co. Monarch Paper Co. Moore Paper Co. Pollock Paper Distributors Southern States Giftwrap
Beaumont	Century Papers, Inc.
Corpus Christi	Bancroft Paper Co. Butler Paper Co. Century Papers, Inc.
Dallas	"A" Sales, Inc. Affiliated Paper Companies Beavers Paper, Inc. Butler Paper Co. Century Papers, Inc. Clampitt Paper Co. Classen-Papertonics Corp. Gould Paper Corp. Leslie Paper Lind Paper Co. Monarch Paper Co. Moore Paper Co. Nationwide Papers Palmer Paper Co. The Paper Shack Paper Tech, Inc. Pollock Paper Distributors Ris Paper Co., Inc. Ropak Texas Paper Co. U.S. Packaging, Inc.
El Paso	Century Papers, Inc. Dixon Paper Co. Nationwide Papers
Fort Worth	Butler Paper Co. Clampitt Paper Co. Lind Paper Co. Monarch Paper Co. Nationwide Papers
Grand Prairie	Pollock Paper Distributors
Harlingen	Bancroft Paper Co.
Houston	Acorn Paper Service, Inc. Alling and Cory Bosworth Papers, Inc. Butler Paper Co. Century Papers, Inc. Clampitt Paper Co. Monarch Paper Co. Moore Paper Co. Nationwide Papers Olmsted-Kirk Paper Co. Palmer Paper Co. Paper Chase Pollock Paper Distributors Western Packaging, Inc.
Longview	Butler Paper Co.
Lubbock	Bancroft Paper Co. Dixon Paper Co. Mayfield Paper Co.
Lufkin	Butler Paper Co.
McAllen	Century Papers, Inc.
Midland	Bancroft Paper Co.
Nederland	Bancroft Paper Co.
Odessa	Kerr Permian Matera Paper Co. Mayfield Paper Co.
San Angelo	Mayfield Paper Co.
San Antonio	Bancroft Paper Co. Butler Paper Co. Cardinal Paper Co. Century Papers, Inc. Clampitt Paper Co. Matera Paper Co. Monarch Paper Co. Nationwide Papers Palmer Paper Co. Pollock Paper Distributors
Sherman	Butler Paper Co.
Texarkana	Butler Paper Co.
Tyler	Bancroft Paper Co. Butler Paper Co.
Waco	Bancroft Paper Co.
Wichita Falls	Empire Paper Co. Pollock Paper Distributors

UTAH

Salt Lake City	Dixon Paper Co. Unisource Corp. Western Paper Co. Zellerbach Paper Co.

VERMONT

Burlington	McAuliffe Industrial Division
Rutland	The Foley Distributing Corp.
White River Junction	White River Paper Co.
Williston	Hudson Valley Paper Co.

VIRGINIA

Alexandria	Unijax, Inc.
Bristol	Dillard Paper Co.
Chesapeake	Wilson, B.W., Paper Co., Inc.
Lynchburgh	Caskie Paper Co. Dillard Paper Co.
Merrifield	Diamond Paper Corp.
Newport News	Camelot Distributing Co.
Norfolk	Dillard Paper Co. Gordon Paper Co., Inc. Unijax, Inc.
Richmond	Caskie Paper Co. Cauthorn Paper Co., Inc. Dillard Paper Co. Ris Paper Co., Inc. Southern Business Products Unijax, Inc. Virginia Paper Co. Wilcox Walter Furlong Paper Wilson, B.W., Paper Co., Inc.
Roanoke	Dillard Paper Co. Southern Paper Co. Unijax, Inc.
Springfield	Crown Supply Co.
Virginia Beach	Unijax, Inc. Virginia Paper Co.
Waynesboro	Hathaway Paper Co.
Winchester	Unijax, Inc.

WASHINGTON

Bellevue	Frontier Paper Co.
Bellingham	West Coast Paper Co.
Clarkston	Union Paper Co.
Everett	Everett Wholesale Paper Co. West Coast Paper Co.
Kent	Unisource Corp. Western Paper/Metro Seattle Distribution Center
Pasco	West Coast Paper Co.
Port Angeles	Olympic Paper Co.
Redmond	West Coast Paper Co.
Renton	Service Paper Co.
Seattle	Acme Pacific Paper Co. Kaplan Paper Co. Paper Mills Agency, Inc. Thompson Merchandising & Supply Unisource Corp. West Coast Paper Co. Zellerbach Paper Co.
Spokane	McGinnis Independent Paper Co. Unisource Corp. Zellerbach Paper Co.
Tacoma	Allied Paper Co.
Walla Walla	Zellerbach Paper Co.
Wenatchee	Zellerbach Paper Co.
Yakima	Zellerbach Paper Co.

WEST VIRGINIA

Charlestun	Copco Paper, Inc.
Clarksburg	Wilson, R.D., & Sons Co.
Fairmont	Alling and Cory
Huntington	Unijax, Inc.
Morgantown	West Virginia Paper Co.
Ona	Cordage Papers
Parkersburg	Clarke Paper Co. The Paper Shack II
Wheeling	Clarke Paper Co. The Paper Shack I

WISCONSIN

Appleton	American Fine Paper Central Wisconsin Paper Co. Leslie Paper Reliable Paper Co. Universal Paper Corp. Whitaker Carpenter Paper Co. Woelz Paper Division
Brookfield	Kranz, Inc.
Butler	Leslie Paper
DePere	Butler Paper Co.
Eau Claire	Northwest Wholesale Supply Co. Schilling Paper Co., Inc.
Green Bay	Steen-Macek Paper Co.
LaCrosse	Schilling Paper Co., Inc. Universal Paper Corp.
Madison	Butler Paper Co. Inlander-Steindler Paper Co. Leslie Paper Schilling Paper Co., Inc. Universal Paper Corp.
Menasha	United Paper Corp.
Menomonee Falls	Butler Paper Co. Inlander-Steindler Paper Co.
Milwaukee	Hope Dispensing Systems Nationwide Papers Reliable Paper Co. Wisconsin Paper & Products Co.
Neenah	Hess, R.L., Co.
New Berlin	Universal Paper Corp.
Racine	Kranz, Inc.
Waukesh	Dralle Paper Co., Inc.
Wausau	Central Wisconsin Paper Co.
Wisconsin Rapids	Butler Paper Co.

INTERNATIONAL

AUSTRALIA

Lane Cove	National Paper Marketing Council of Australia

AUSTRIA

Wien	Papier-Treuhandgesellschaft M.B.H.

BELGIUM

Kobbegam	Haseldonckx

BRAZIL

Sao Paulo	Comercial Exportadora

CANADA

Alberta

Calgary	Barber-Ellis Coast Paper Crown Paper General Fasteners Ltd. Price Daxion
Edmonton	Barber-Ellis CIP Daxion Inc. Coast Paper Crown Paper General Fasteners Ltd. Price Daxion Rap-id Paper and Restaurant & Supply
Lethbridge	CIP General Fasteners Ltd.
Nethbridge	CIP Daxion Inc.

British Columbia

Burnaby	Smith Paper Limited
Cranbrook	East Kootenay Hotel & Restaurant Supplies Ltd.
Kamloops	Sanitary Supplies of B.C.
Kelowna	General Fasteners Ltd.
New Westminster	Crown Paper
Penticton	Sanitary Supplies of B.C.
Port Coquitlam	Classic Packaging Co.
Prince George	Crown Paper Sanitary Supplies of B.C.
Richmond	Barber-Ellis CIP Daxion Inc. Enterprise Paper Co. Ltd. General Fasteners Ltd. Inter City Papers Ltd.
Saanichton	Crown Paper Price Wilson
Vancouver	Barber-Ellis Coast Paper Crown Paper

Manitoba

Winnipeg	Barber-Ellis Barkwell Paper Company, Ltd. CIP Daxion Inc. Crown Paper General Fasteners Ltd. Inter City Papers Ltd. Merrill Enterprises Ltd. Price Daxion Price Wilson Trimor Products Ltd.

New Brunswick

Dieppe	CIP Daxion Inc.
Fredericton	Cabot Shipping Supplies Ltd.
Moncton	Graphic Papers Price Wilson
Saint John	Eastern Paper Division of EPC

Newfoundland

Corner Brook	Sanitary Products Limited
Grand Falls	Sanitary Products Limited
St. John's	Eastern Paper Inter City Papers Ltd. McFarlaneson & Hodgson Sanitary Products Limited

Nova Scotia

Dartmouth	CIP Daxion Inc. Eastern Paper McFarlaneson & Hodgson
Halifax	Cabot Shipping Supplies Ltd. Inter City Papers Ltd. Price Wilson Provincial Sanitary Products
Sydney	Eastern Paper

Ontario

Barrie	L & E Paper Ltd.
Burlington	General Fasteners Ltd. Kaumeyer Paper Ltd.
Cornwall	Morgan Paper & Sanitation Inc.
Etobicoke	Rolland Inc.
Hamilton	Buntin Gillies Fine Papers London G. T. French Paper Ltd. Lilo Products The Paper Shoppe
Kingston	Morgan Paper & Sanitation Inc.
Kitchener	Bruce Edmeades Sales Ltd.
London	Bruce Edmeades Packaging Inc. Buntin Reid Paper CIP Daxion Inc. Crawford Packaging Materials Fine Papers London Inter City Papers Ltd. Price Wilson The Paper Shoppe
Markham	The Paper Shoppe
Mississauga	Balpex Inc. Buntin Reid Paper Coast Paper Crown Paper Inter City Papers Ltd.

	Lion Shipping Supplies Inc. Plastic Packaging Services Price Daxion Price Wilson Select Papers The Paper Centre The Paper Shoppe
Niagara Falls	Kaumeyer Paper Ltd.
North Bay	Vaughn Paper Products Ltd.
Ottawa	Buntin Reid Paper CIP Daxion Graphic Papers Inter City Papers Ltd. JBR J. B. Rolland Paper Ltd. Price Wilson Snelling Paper Ltd.
Rexdale	Barbecon-National Retail Div.
Scarborough	Adelco Supply Co., Inc. CIP Daxion Inc. Glenford Paper Division Graphic Papers J & C Scott Brothers Ltd. The Paper Shoppe
Sudbury	Graphic Papers L. B. Paper Products Ltd.
Thunder Bay	CIP Daxion Inc. Crown Paper
Toronto	Barbecon, Inc. Barber-Ellis, Div. Fine Papers Cosmos Paper Products Ltd. Halls-Canada Paper Morgan Paper & Sanitation Inc. Regal Paper Products Ltd. The Paper Centre The Paper Shoppe
Weston	Castle/Black Paper Ltd.

Quebec

Alma	Distribution P. E. Inc.
Boucherville	Les Emballages Carrousel Inc. Rene Robitaille Inc.
Charlesbourg	L. Boucher Inc.
Duberger	Emballages Robitaille Inc. Price Wilson
Hull	Boudreault Ltee, Ltd. J. M. Canada Inc.
Jonquiere	Eugene Allard Ltee
La Chute	Price Wilson
LaSalle	Federal Paper Inter City Papers Ltd. Lauzier Little Inc. Price Wilson
LaVal	Les Aliments Hellas Food Inc.
Montreal	Den Packaging Corp. Domtar Fine Paper Merchants Fancy Pak Co. Ltd. Le Marche De L'Imprimeur Les Papiers Graphiques Les Produits Sanitaires M.D. Inc. L. P. Turgeon, Inc.
Montreal North	Havill T., Inc. Le Marche De L'Imprimeur
Quebec City	JBR J. B. Rolland Papers Ltd. Lauzier Little Inc.
Rivieres-Des-Prairies	Groupex Distribution Inc.
Sherbrooke	Emballages Harbour Inc. McFarlaneson & Hodgson
St. Foy	CIP Daxion Inc. Les Papiers Graphiques
St. Laurent	Dorfin Paper Products Ltd. Lion Shipping Supplies Ltd. McFarlaneson & Hodgson Mitchel-Lincoln Packaging Ltd. Netcan Paper Distributing Inc. Papeterie Barber-Ellis Plastic Packaging Services Price Daxion Price Wilson
Town of Mount Royal	JBR J. B. Rolland Papers Ltd. La Compagnie JB Rolland & Fils
Trois Rivieres	Emballages Bettez Inc. Henri Bourgeois Inc.
Vanier	Godin CDR Inc.

Saskatchewan

Regina	Barber-Ellis Crown Paper General Fasteners Ltd. Merrill Enterprises Price Daxion
Saskatoon	Barber-Ellis Coast Paper Crown Paper General Fasteners Ltd. Merrill Enterprises Price Daxion

DENMARK

Broendby	Borch Papir
Soeborg	Borchas

FRANCE

Garges Les Gonesse	Papeteries J. Rezard
Paris	Arjomari Diffusion Papeteries De France Syndicat National Des Emballages Commerciaux
Saint Denis	Copadip Velizy Villacoublay Cedex

GERMANY

Karlsruhe	EPA Papiergrosshandel GmbH

JAPAN

Tokyo	Tokyo Paper Trade Association

LUXEMBOURG, GRAND DUCHY OF

Luxembourg	Muller & Wegener

MEXICO

Chihuahua	Fabricas De Papel Loreto
Guadalajara	Fabricas De Papel Loreto Papeles Selectos, S.A.
Margaritas	Fabricas De Papel Loreto
Merida	Fabricas De Papel Loreto
Puebla	Fabricas De Papel Loreto
San Angel	Fabricas De Papel Loreto
San Luis Pososi	Fabricas De Papel Loreto
Tijuana	Marcelo Arreola Pujol
Torreon	Fabricas De Papel Loreto

NEW ZEALAND

Wellington	New Zealand Paper Merchants Association

NORWAY

Oslo	Papirgrossistenes
Stabekk	Boman Papir A/S

PUERTO RICO

San Juan	American Paper Corp. Garriga Trading Co., Inc.

SOUTH AFRICA

Johannesburg	Peters Papers Ltd.

SWEDEN

Molndal	Pappersgruppen AB Pegenova AB
Stockholm	Svenska Pappersgrossistforbundet

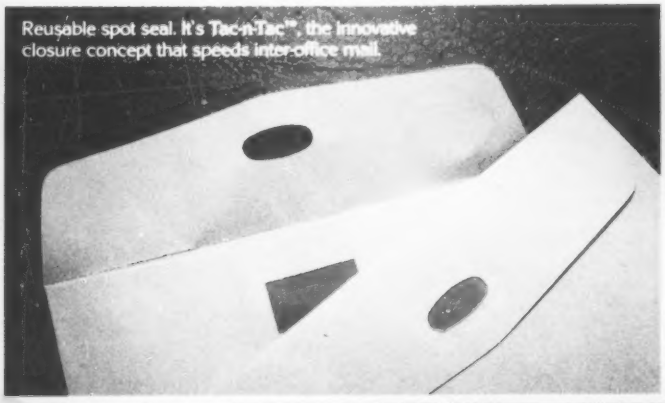
SWITZERLAND

Zurich	Verband Des Schweizerischen Papier-Und Packmaterial-Grosshandels

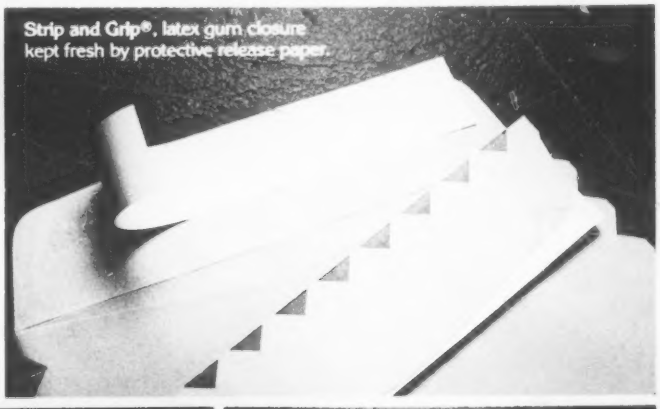
UNITED KINGDOM

Bedford	Alfred Quaife & Co. Ltd.
Buckinghamshire	Alfred Quaife & Co. Ltd.
Chatham	Alfred Quaife & Co. Ltd.
Hampshire	Wiggins Teape/Spicer Paper Ltd.
Hull	G. F. Smith & Son-London-Ltd.
London	David Mussett Ltd. National Association of Paper Merchants Thom & Cook Ltd. Turner Poyer Ltd.
Luton	Alfred Quaife & Co. Ltd.
Mount Farm	Alfred Quaife & Co. Ltd.
Waltham Abbey	Alfred Quaife & Co. Ltd.
Watford	DRG Paper & Board
Wembley	Alfred Quaife & Co. Ltd.

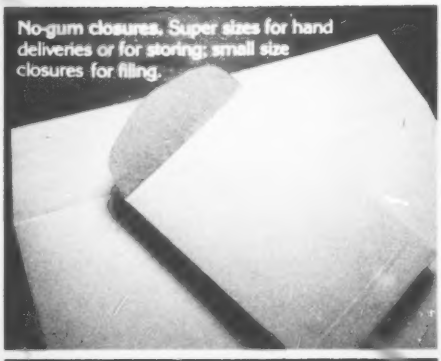
Who but National Envelope offers you so many closures?



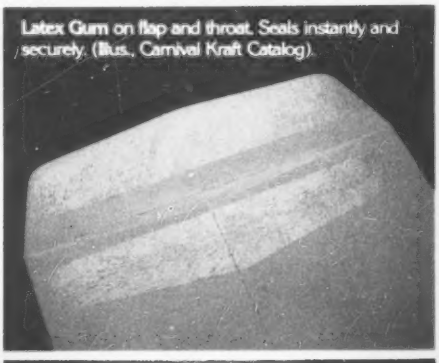
Reusable spot seal. It's Tac-n-Tac™, the innovative closure concept that speeds inter-office mail.



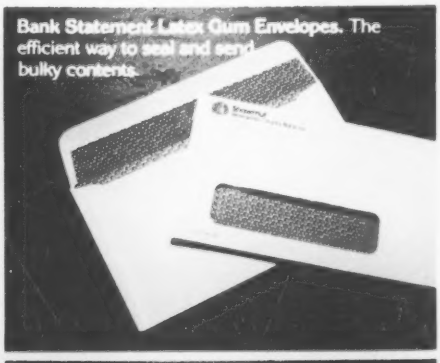
Strip and Grip®, latex gum closure kept fresh by protective release paper.



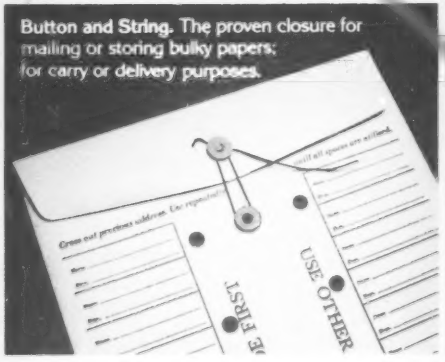
No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.



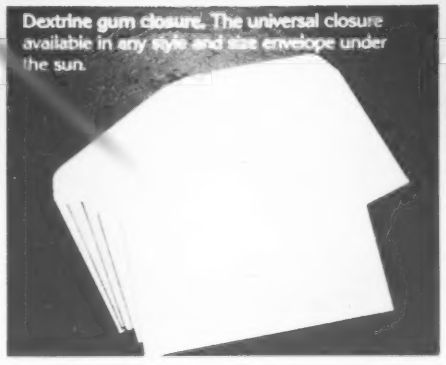
Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog).



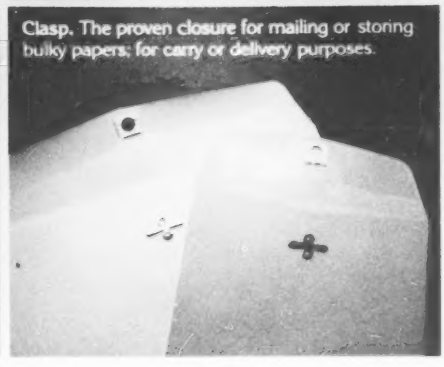
Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



Button and String. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.



Dextrine gum closure. The universal closure available in any style and size envelope under the sun.



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APRIL 1987

MN

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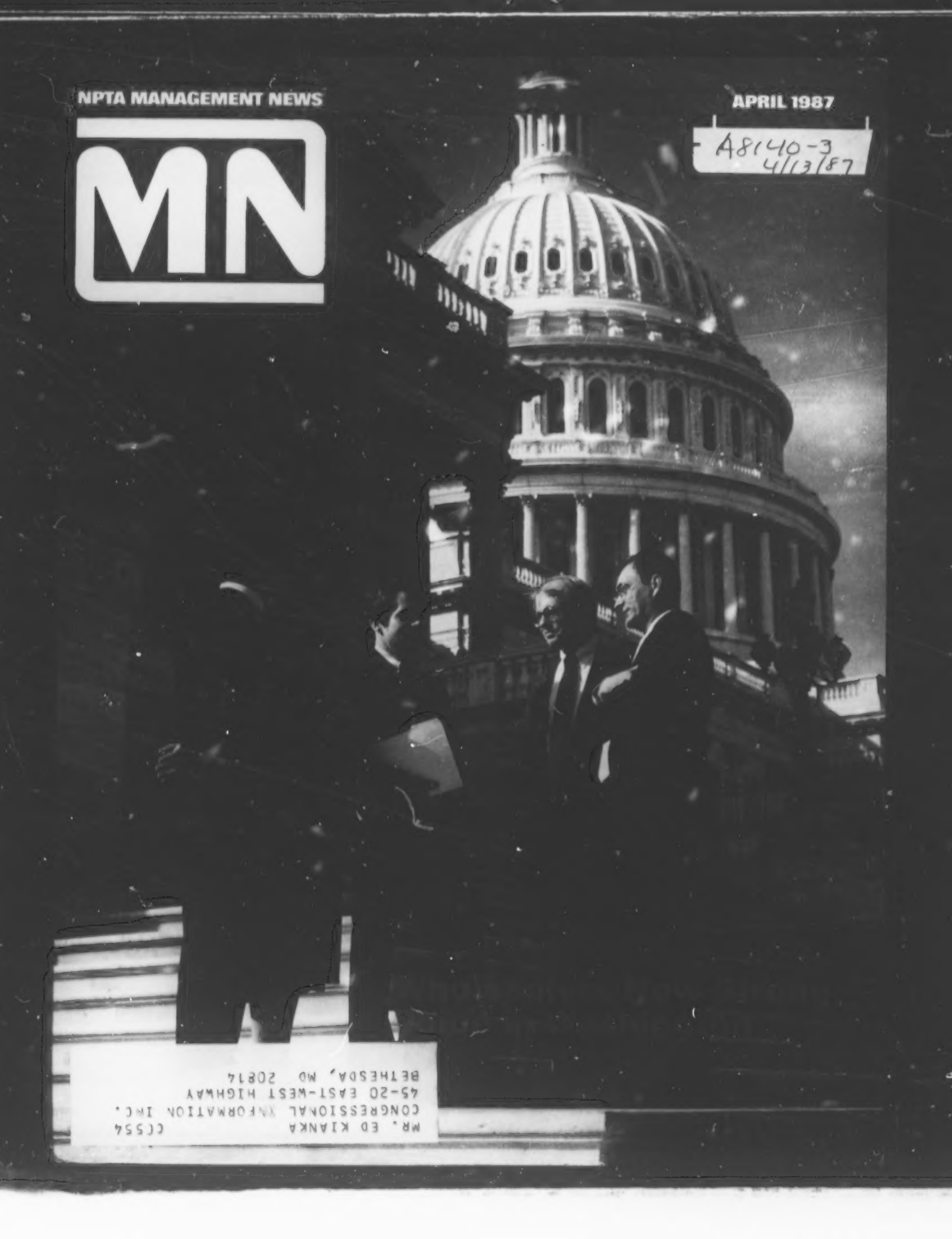

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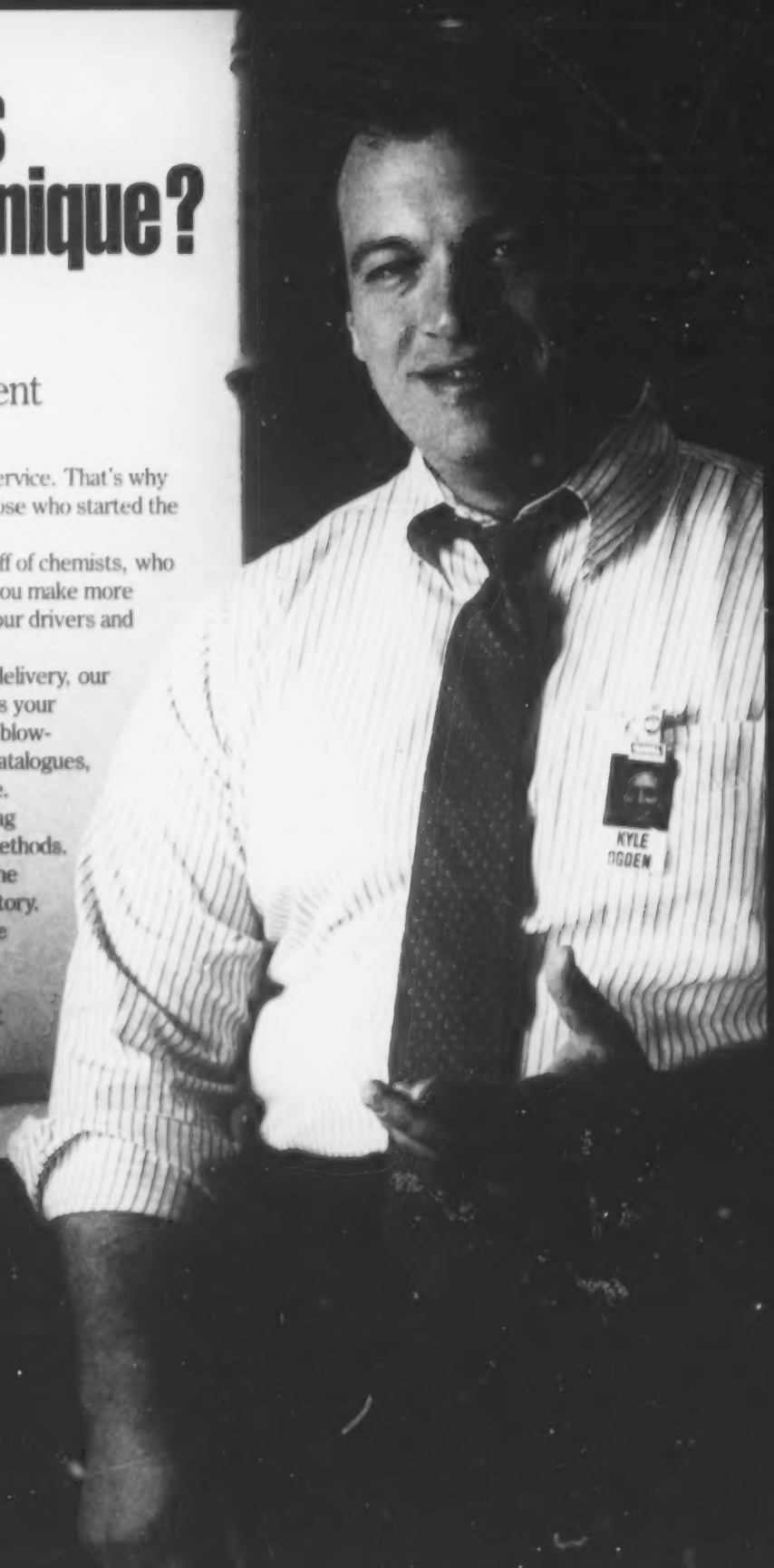

Kyle Ogden, President & CEO

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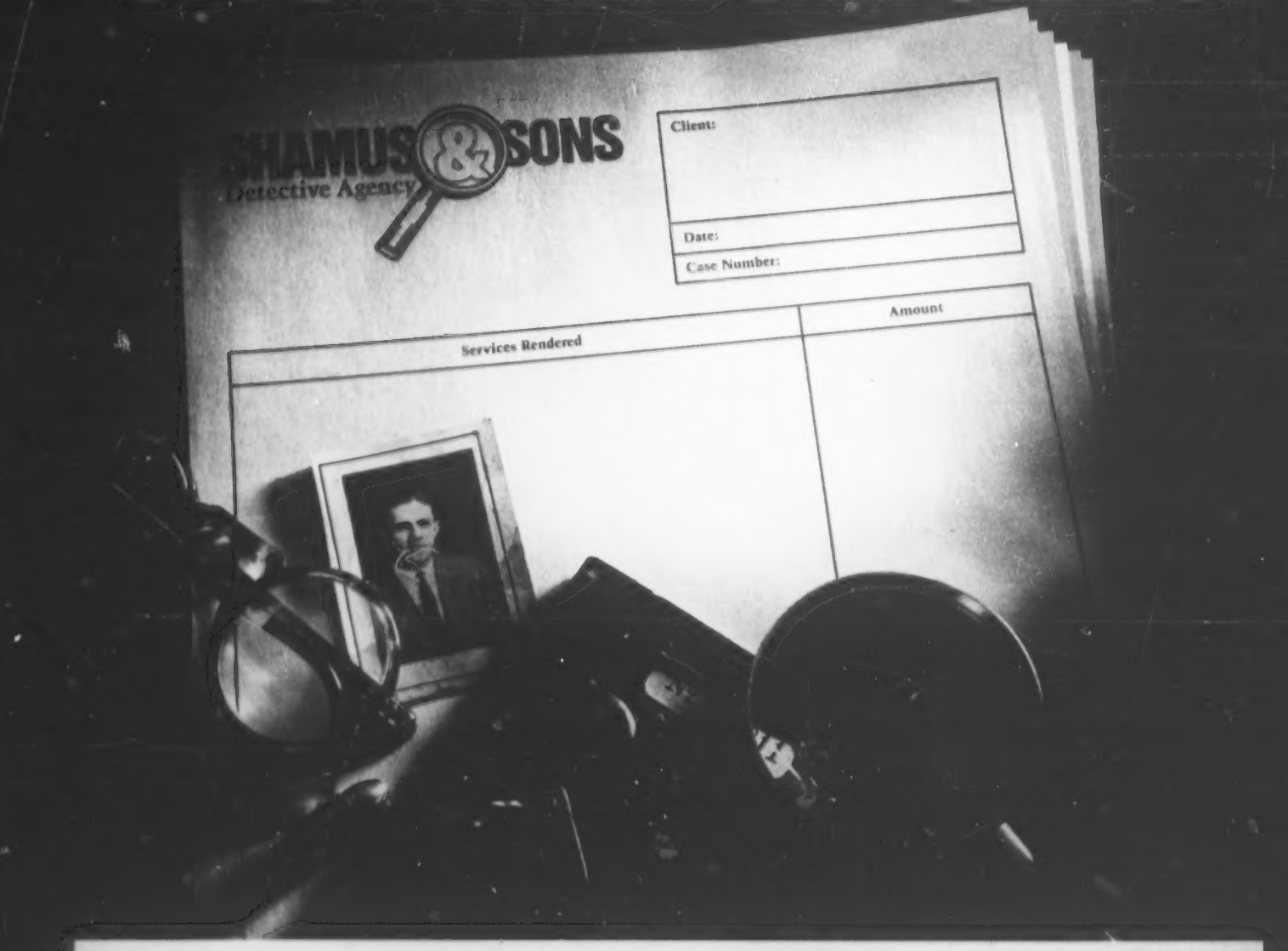

It's a crime, but some printers think there's some deep, dark mystery to running carbonless.

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Cover Photo: Roger A. Whiteside

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

MN Creates "Nostalgic Pleasure" for Reader

My compliments to you for the *MN* "Special Issue on Printing Paper." The concise, but comprehensive anthology offers a broad review of the various aspects affecting the distribution of fine paper.

It would seem to me that every person in a merchant organization would find at least some of the articles of interest and informative.

Even in retirement I found nostalgic pleasure in reading about the sort of problems that I wrestled with over the years! Best wishes.

Nicholas A. Meyer, vice president (retired)
Lindenmeyr Paper Corp.
East Williston, NY

MN is a "Stand Out"

I enjoy receiving the *NPTA Management News* because of the professional appearance and the news it contains. It surely stands out from the other paper industry publications that merely keep us abreast of promotions and retirements.

William E. Callahan, sales manager
The Rourke-Eno Paper Co.
Hartford, CT

Printing Paper Issue Enjoyed by Customers

Very interesting special issue of your magazine! I think our suppliers—mostly merchants—are excellent at establishing long-term, mutually beneficial relationships. Thanks for publishing it.

Donald Borzak, president
Service Web Offset Corp.
Chicago, IL

Very informative, it is circulating among the members of my staff. Thank you for thinking of us.

Jim White, director,
Printing Division
New Jersey Office
Supply Company
Wippany, NJ

Applause for a Very Special Issue of MN

My compliments, Bill, on the progress of *NPTA Management News*. The February, 1987 issue on printing paper is yet another significant progressive step in the growth of our Association magazine. My compliments to you and everyone else involved in producing this issue.

R.W. Abrams, president
West Coast Paper Company
Seattle, WA

The Sales Force Needs to Know Too!

Please accept my congratulations on the excellent issue of *Management News* titled "Special Printing Paper Issue." You and your staff have continually improved this publication over the past several years, and this was the best issue of all.

I particularly support the policy of extending the circulation to our sales representatives. The more they understand the many complex and changing issues of their industry, the more professional representation they can give when dealing with our customers on a daily basis.

Please extend my congratulations to your entire staff, and I look forward to receiving *MN* in the coming months.

William E. Kelley, president
Carter Rice Storrs & Bement
Boston, MA

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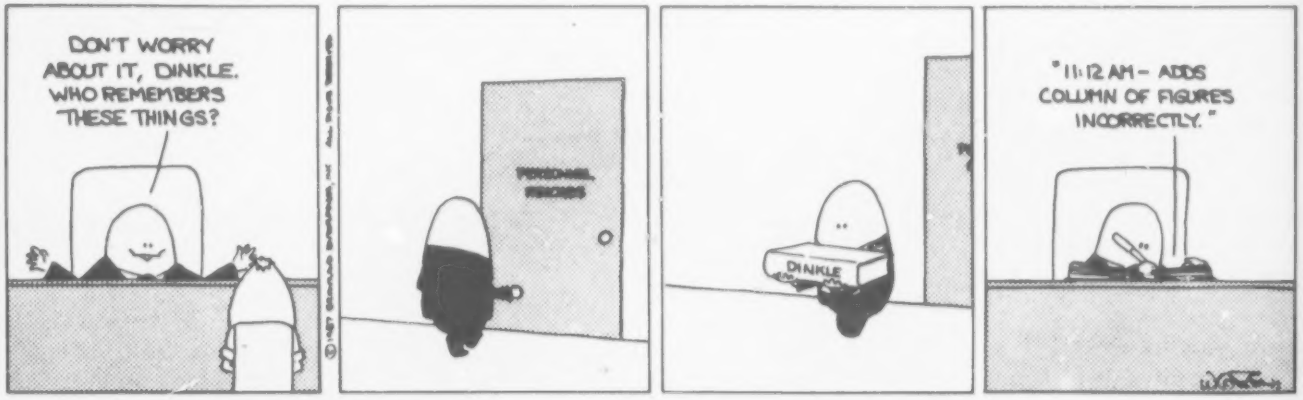

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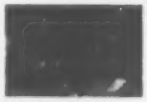

A Printer – On Vacation

1928

THE SATURDAY EVENING POST

May 1912

75

YEARS

of Hammermill Advertising!

1912

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TAKE IT EASY

1958

HAMMERMILL BOND

1912

1986

1987 marks the 75th year that Hammermill has advertised a mill branded product distributed through paper merchants. This milestone represents the longest and oldest commitment to advertising of any U.S. paper manufacturer.

Hammermill's advertising debuted with a 3 x 8 inch column ad featuring Hammermill Bond in the 1912 May issue of the Saturday Evening Post. Since then, our continued commitment to advertising has established and promoted some of the best known branded products in the industry.

Butler Buys Carpenter Paper of Iowa

Carpenter Paper Co. of Iowa became part of Butler Paper Co. on Dec. 30, 1986. According to Joseph Tell, president of Carpenter, the company, a dual paper merchant with about 3,000 accounts, "just had its best year ever, with $16 million in sales." Despite that, the company's stockholders decided that the time was ripe for the company to be sold.

Mr. Tell pointed out that Carpenter, an independent company, is "competing in a world dominated by chains and conglomerates." Even though Carpenter is a public company, demand for its stock exists only among the current shareholders, many of whom felt that they were getting older and would like to liquidate their holdings. When the change in the tax rates for capital gains was considered, it became obvious that 1986 was the year to sell.

Mr. Tell will stay with the company through July, and then become a consultant with the company for the rest of 1987 and perhaps into 1988. Butler has retained all 58 Carpenter employees, whose expertise and market knowledge were important considerations in Butler's decision to acquire Carpenter.

Finnish Corporation Forms American Subsidiary

Amer Group Ltd. of Finland has established a paper trading company called Amerpap International Inc. for the purpose of selling coated and uncoated printing and writing papers to warehousing merchants throughout the U.S. The new company, whose president is Rauno Ailus, is headquartered in Stamford, CT.

D.F. Munroe Acquired by Company President

D.F. Munroe Company has announced that president and CEO Arthur W. Anderson has acquired all of the outstanding shares of the company's stock. Anderson has been with Munroe since 1972. The company also announced that it has relocated its corporate headquarters and Boston Regional Distribution Center into a newly-constructed facility in Peabody, MA. The Colrane Company will occupy Munroe's old building in Wilmington, MA. Colrane, a manufacturer of word processing, computer and office products is wholly owned by Munroe.

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	1
2	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	6
3	Win-Win Telemarketing Program. *S. Michael Zibrun.* $135.	2
4	Fine Paper Catalog. *Grade Finders.* $55.	3
5	Higher Profits from Day One. *Arthur Andersen.* $250.	7
6	Paper Merchant's Guide to Personnel Selection and Evaluation. *NPTA.* $85.	5
7	Branching and Market Coverage. *Healy.* $35.	8
8	Measuring Customer and Product Line Profitability. *Mullins.* $35.	4
9	Automated Inventory Management. *Graham.* $35.	10
10	Effective Financial Management. *Mullins.* $35.	—

All publications are available from NPTA

Ron Carter Fulfills His Boyhood Dream

Ron Carter, president and treasurer of Supply Service, St. Louis and member of the board of directors of NPTA spent a week in January living the life of a major league baseball player. Along with 45 other "rookies", Ron attended the Randy Hundley/St. Louis Cardinal Fantasy Camp where he studied hitting, base running, fielding and other fundamentals under the tutelage of Bob Gibson, Curt Flood, Hoyt Wilhelm and others. The week of training sessions was held at the Cubs winter camp in Mesa, AZ. The climax was a "Big Game" between the rookies and the former Cardinals, won (not too surprisingly) by the Cardinals, 14–13.

Ron came home with a Cardinal's uniform, a Louisville slugger bat, an autographed baseball, a videotape of the Big Game—and enough memories to satisfy his major league yearnings as he returned to the real world.

American Paper Institute Holds Annual Employee Relations Conference

The theme of this year's annual API conference on employee relations was "Responses to Challenges." The conference chairman was John Clute, senior vice president of human resources and general counsel for Boise Cascade, who observed in his opening remarks that the industry faces new challenges that demand a response.

The approximately 200 attendees heard Richard Klinzing, API's vice president of employee relations, give the annual labor relations review. He emphasized that the

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CHAIRMAN'S CORNER

National Clout Doesn't Come Cheap

I hope you took the time to read the stories in this issue about how our wholesaling fraternity has made national officials sit up and take notice. And I hope you realize that we would not be able to brag about our new power if it were not for the National Association of Wholesaler-Distributors (NAW) with which NPTA is affiliated.

The initiative they have shown in Washington politics comes from their support by tens of thousands of company people like you and me back home. It's a grassroots effort in the true sense of the word. But they can only stretch their funds just so far and there is so much more to do.

A dollar invested in government affairs interaction will pay a healthy dividend for your firm—remember automobile regulations and tax reform? If you feel you are already spending enough money in this area of government affairs, then consider reallocating your expenses, and support the group that works hard for you. Don't forget that NAW is by far the smallest association mentioned as one of the most effective in Washington.

NPTA's "National Partner" needs you. Your participation in the NAW is the perfect complement to your NPTA membership. I recommend that you call the NAW Membership Department today at 202-872-0855.

Tell them you want a "National Partner."

Francis J. Houlihan
NPTA Chairman

INDUSTRY NEWS CONTINUED

industry has been negotiating the smallest wage hikes in years, and has been able to include provisions that will improve productivity and reduce labor costs. Dennis Caffrey of Right Associates discussed staff layoffs and the effect such moves have on remaining employees.

Deputy Under Secretary of Labor Stephen Schlossberg, the keynote speaker, described several issues of concern to the Labor Department which he believed should also be of concern to corporate America, including the decline of organized labor, the changing characteristics of the U.S. workforce and the extent of functional illiteracy.

Other topics discussed by conference speakers were the role of women in management and the problem of drugs in the workplace. Burnell Roberts, chairman and CEO of Mead and chairman of API gave the annual "state of the industry" report, noting that the industry is doing very well, though competition is strong, both within the country and internationally.

Abe Raskin, former chief labor correspondent for *The New York Times*, was moderator for a part of the program in which various challenges facing the industry were discussed, including international competition and the need to make employees aware of its nature, and changing attitudes among employees and the need to respond to them. Raskin analyzed the current predicament of organized labor and called for greater cooperation between management and labor in meeting the challenges the U.S. economy faces.

Williamhouse Opens New Facility to Serve South

A new production facility designated Williamhouse South has been opened in Clarkesville, GA by the Williamhouse Sales Corporation. The new location brings to eight the number of company facilities coast-to-coast that produce proprietary and commodity envelopes and announcements in a great variety of sizes, styles, colors and textures. Williamhouse South expects to serve customers in Georgia, Florida, North and South Carolina, Tennessee and Alabama.

Butler-Dearden Gets New President of Company

George S. Butler, formerly treasurer of Butler-Dearden Paper Service, Inc., of Worcester, MA has become president of the company. He succceeds his brother, Douglas P. Butler, who retired. David S. Butler, son of the new president, left his position with Xerox Corporation to join Butler-Dearden's outside sales force. He represents the fourth generation of his family to be associated with the company or its predecessor.

Butler-Dearden was founded in 1930 to specialize in papers for the printing trade. It was an offshoot of Perkins & Butler, a paper and twine store founded in 1882 by the father of the late Frances Perkins, Secretary of Labor in Franklin D. Roosevelt's cabinet. The two companies finally merged in July, 1965.

NAW Elects Secretary

The National Association of Wholesaler-Distributors elected John F. Church, Jr. as the organization's secretary at its annual meeting in Boca Raton, FL in January.

Mr. Church is president of the Cincinnati Cordage & Paper Co., a dual wholesale paper merchant, and is a past chairman of the National Paper Trade Association. At present, Mr. Church is both a member of the NPTA's Advisory Council and chairman of the PAPER Foundation.

The NAW established a "Hall of Fame" at their annual meeting, selecting Harold T. Halfpenny, NAW general counsel and a founder of the NAW, and Paul L. Courtney, long-time executive vice-president of the NAW as the first inductees.

CAP International Acquires Datek

CAP International, Inc., of Marshfield, MA, a major supplier of market information to the electronic imaging industry, acquired Datek Information Services last December. Datek also serves the printer industry with research and in-depth analysis of various segments of the

NEW STRATEGIES FOR GROWTH

Paper Distribution Plans For The Future

The only report on the paper, plastics and allied products distribution industry that maps the future for the paper merchant. Based on an exhaustive industry survey of distributors, manufacturers and converters, *New Strategies For Growth* gives industry managers the latest thinking on what the 1990s will be like for them.

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(fold here)

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industry. Datek will continue to serve its clients from its office in Waltham, MA.

In January, CAP International was named the 221st (out of 500) fastest growing privately held company in the United States by *Inc.* magazine. It was the only research and consulting firm to make the list, and its inclusion was based on a five-year growth rate of 972%.

General Motors and ARA Services Form Joint Venture in Cleaning

Manufacturing facilities are always engaged in a never-ending struggle to keep clean—the quality of their product is usually dependent upon it. General Motors spent about $500 million on industrial cleaning last year, employing 13,000 people for the purpose. GM's commitment to the task has been served by their Industrial Cleaning Technology Center (ICTC) in Troy, MI.

ARA Services is an international diversified service management company that provides cleaning, maintenance and groundskeeping. (They also provide a wide range of other services including food and refreshment, health and education and transportation). ARA has 115,000 employees operating in 50 states and seven foreign countries. Total sales this year are expected to exceed $4 billion.

A new company called GMARA Industrial Cleaning has been formed with GM and ARA as equal partners. The new company will use ARA's service management expertise to sell GM's industrial cleaning services to manufacturing facilities throughout the world. It is expected that GMARA will grow from an initial 85 employees to 1,000 within the next five years. It will be based at the ICTC in Troy, which will be absorbed into GMARA.

Robert J. Eaton, GM vice president in charge of Technical Staffs, and Joseph Neubauer, chairman and president of ARA, in their joint announcement of the formation of GMARA, stated that Ted S. Daly, a director from the GM Advanced Engineering Staff has been named president of the new company, while Frank L. Stoup III, vice president and general manager in charge of ARA Maintenance Systems, will become executive vice president in charge of operations. Other appointments were: Robert E. Price to be vice president of marketing, Henry W. Lock to be vice president in charge of finance and administration, and Pamela T. Cheatham to be director of purchasing.

Mr. Neubauer said, "This joint venture represents the ideal marriage of GM's highly developed industrial cleaning technology with ARA's extensive service management expertise. We're confident the result will be the best and most efficient industrial cleaning company in this country."

The service sector now provides more than 70% of the jobs in the U.S., and the cleaning industry represents one of the fastest growing segments of the service sector, with 800,000 jobs expected by 1995. Mr. Neubauer said, "We intend to see that GMARA employs its share."

Hammermill Appoints New Franchised Merchants

Early in January, Hammermill Papers Group announced the appointment of three new franchised merchants. Reliable Paper Company will cover the Milwaukee area, Roach Paper Company (a division of Distribix, Inc., St. Louis) will sell in the Little Rock area and Marks Paper Company will service the New Orleans area. All three merchants will carry the full line of Hammermill's fine printing and business papers.

Lindenmeyr Softball Team Hopes to Repeat Season

Last year the Lindenmeyr Paper Corporation fielded a team in the New York Paper Merchants Softball League for the first time. After losing its first game, the team, managed by Joe Oppito, won the next 17 games, ending up in second place to Marquardt for the season. Lindenmeyr then played Marquardt for the league championship in a best-of-three game playoff. Lindenmeyr beat Marquardt 4–3 and 9–4 for the league championship. What do you plan for an encore in 1987, Joe?

Clampitt Paper Company Constructing New Facility

Clampitt Paper Company of Dallas is constructing a 60,000 square foot office and warehouse building on a 5.5 acre site in Austin. Clampitt started in Dallas in 1941, and opened its Austin branch in 1972. Wayne Basden is vice president and general manager of the Austin operation, which expects to occupy its new facility later this spring.

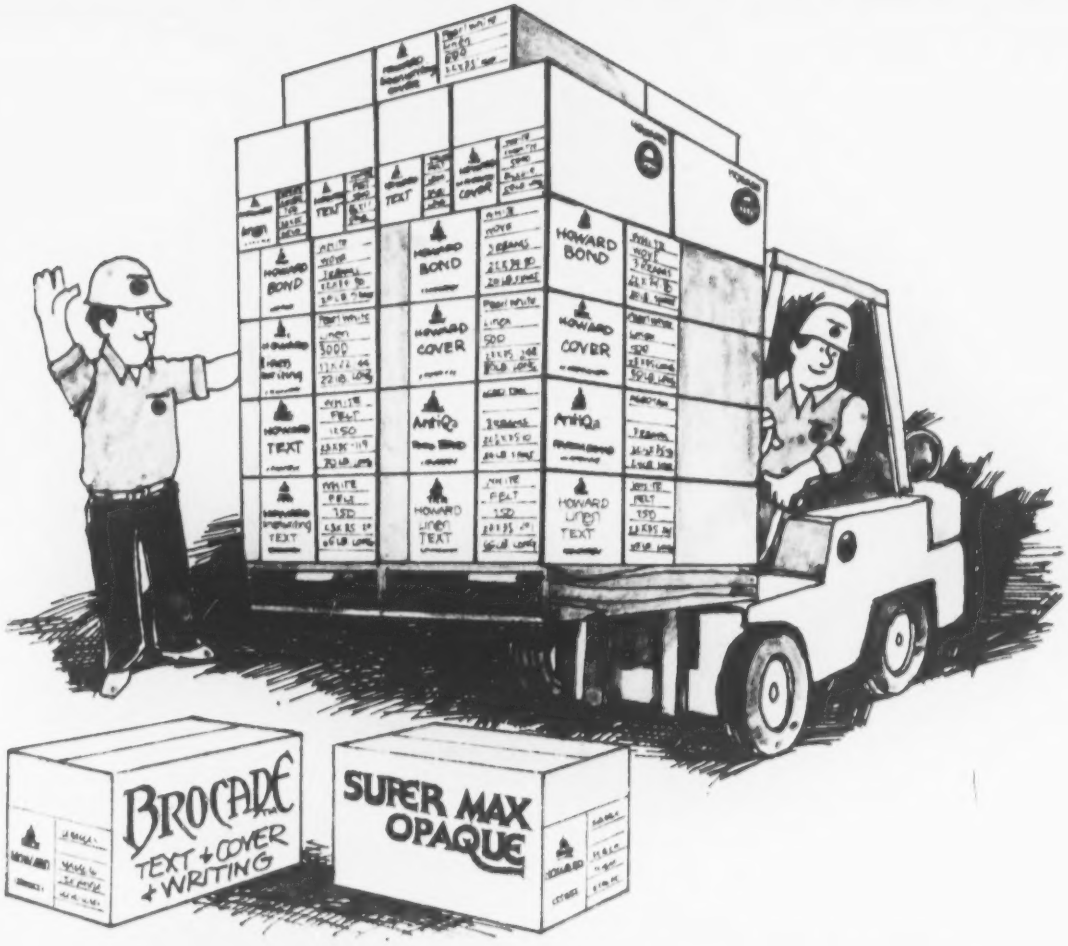
S. Walter Packaging Enters 83rd Year

Last December 19th over 100 guests helped S. Walter Packaging Corporation celebrate its 82nd anniversary at the Philmont Country Club, Huntingdon Valley, PA. Many of the company's employees were honored for more than 25 years of service, while others were cited for achieving sales levels that earned them membership in the Million Dollar Club.

S. Walter specializes in packaging for the retail trade. Their up-to-date marketing methods (such as linking major accounts into their mainframe computer so that customers can place orders directly into the computer) has made it necessary for the company to plan for a major expansion to their Philadelphia facility, according to company president Valentine L. Wilson.

News Briefs

JAMES RIVER CORPORATION has purchased approximately 26,000 acres of timberland in Mississippi and Alabama from American Can Company for about $13 million. At the same time, Prudential Insurance Company of America has agreed to acquire 116,000 of timberland, the balance of American Can's land in Alabama and Mississippi. It is expected that Prudential will sell the acreage to James River over the next seven years. The timberland that has been acquired is one of the main sources of wood supply for James River's Naheola pulp and paper mill in Pennington, AL.



"THE MARKET MAKER" ADDS TWO NEW ONES.

The already large line of papers made by Howard for you to sell has now been broadened by two new grades. Recently Howard announced the availability of Brocade Laid Text, Cover and Writing in 5 colors and two whites. In 70 Lb. Text, 65 Lb. Cover and Sub. 22 Writing. Also new Super Maxopaque for even brighter lightweight opacity. This really gives you a complete Howard line to sell.

Add these to the hundreds of sizes, weights, colors, finishes in all the grades we've had and you can see that, more than ever, Howard makes what you need to meet the requirements of your marketplace. We can ship quickly in 4 to 400 carton orders. Pool your orders, fill up a truck and get a big freight break. Howard really is "The Market Maker".

THE NATION'S PRINTING PAPERS

HOWARD

HOWARD PAPER MILLS, INC.
115 Columbia Street
P.O. Box 982
Dayton, Ohio 45401

SCOTT PAPER COMPANY has embarked on a $60 million modernization program to upgrade energy-generating facilities at its paper plant in Muskegon, MI, the nation's largest producer of premium quality coated printing paper. The project will take 30 months to complete, and will make the Muskegon plant self-sufficient in steam and virtually self-sufficient in electricity. The company expects its U.S. and Canadian operations to be at least 70% energy self-sufficient when this latest project is completed.

PACKAGING ACCESSORIES COMPANY has moved into their new 26,000 square foot building in Exton, PA. The new facility, on which construction started last July, has four loading docks, additional office space and an expanded manufacturing area.

LOUISIANA-PACIFIC CORPORATION was informed that a Commission appointed by a Federal Court in San Francisco has filed a report stating that 26,000 acres of timberland taken by the U.S. government in 1978 had a market value of nearly $364 million. The land, located in Humboldt County, CA, was taken to expand Redwood National Park, and the government had originally paid Louisiana-Pacific about $225 million for it. The Commission held lengthy hearings that lasted from October, 1985 to May, 1986. If the report is not modified, the government would owe Louisiana-Pacific about $392 million in principal and interest. An appeal to the Ninth Circuit of Appeals is possible after the lower court acts on the Commission's report.

People in the News

Donald W. Curtin has been appointed vice president of Paper Merchants, Philadelphia. He had been sales manager at Baltimore-Warner Paper Company. Both companies are part of Carter Rice.

C. E. "Bud" Gottesman, a 30 year veteran of the paper industry, has been appointed general manager of Unisource's Los Angeles division. Unisource, a division of The Paper Corporation of America, also announced the appointment of **J. M. "Mike" McClure** as general manager of their Phoenix division. McClure has had 22 years experience in distribution.

Correction: In the February issue of MN, the above photograph of Printech Week participants was mistakenly identified as the group that attended the NPTA Management Development program.

Lou Spero has been named sales manager of Butler Paper's Chicago division, filling the vacancy created when **Glenn Barton** was promoted to vice president and general manager. Other appointments announced by Butler, a division of Great Northern Nekoosa Corp. are **Bruce Conner**, fine paper sales manager and **Peter Wendt**, industrial sales manager for the Milwaukee division, **Michael Kennedy** to be general sales manager in St. Louis and **Roy Holtzman** as industrial manager in Kansas City.

John Muthe has been promoted to vice president, national accounts marketing, by the Unijax Division of the Paper Corporation of America. Other promotions made by Unijax are: **Bob Breedlove** to regional vice president of the South Florida region, **Tom Watson** to branch general manager for Unijax Orlando, **Jim Davis** to printing paper sales manager for Unijax Macon and **Nora Buchanan** to general manager of Unijax Columbus.

John T. Bauer has retired as president of Advance Paper Company, Inc., of New Orleans, after "37 enjoyable years in the paper business." While he spends his time improving his golf swing, his place will be taken by **Robert C. Morel**, who has been with Advance Paper for 18 years, most recently as executive vice president.

Paul J. Ruffing has been named vice president-finance of The Cincinnati Cordage and Paper Company. Ruffing originally joined Cordage Papers in 1980 to set up a computerized network linking the company's ten divisions in six states. His responsibilities will include those of treasurer, controller and financial planner. Cordage Papers also announced that **William E. Layne** has been appointed general manager of the company's Indianapolis division, succeeding **Robert A. Brinkman** who had served in that post for ten years. Brinkman will continue on as sales representative. Layne, who was general manager of the company's Huntington, WV division for the last three years has also headed sales training for Cordage Papers for the last five years, and will continue to do so.

Jerome E. Grover, executive vice president of the National Paper & Packaging Company, Cleveland, OH, passed away on January 30th. Mr. Grover, a principal stockholder of National Paper, had been with the company for 42 years. He had started as a graduate electrical engineer before joining the company which had been founded by his father. His son, Brent R. Grover, vice president and treasurer, is the third generation of his family to be associated with the business.

Peter R. Isen has been appointed vice president of Enterprise Paper Company, Philadelphia, PA.

Kenneth J. Freer has been named vice president of operations by Halper Bros., Inc., Elizabeth, NJ. Mr. Freer was formerly associated with the Fonda Group.

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Minimum Gross Profit Flag on Order
Detail Customer and Product Sales History
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Salesman Stock Inquiry
Multiple Costing in Product File
Salesman Commission Analysis
Product Scan Inquiry
Last Quantity and Selling Price
Detail Purchase History
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Cash and Carry
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with many paper houses installed and using the system successfully.

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with a full staff of engineers, working in conjunction with our programmers.

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Printing Paper

Label Market Profile Now Available to Trade

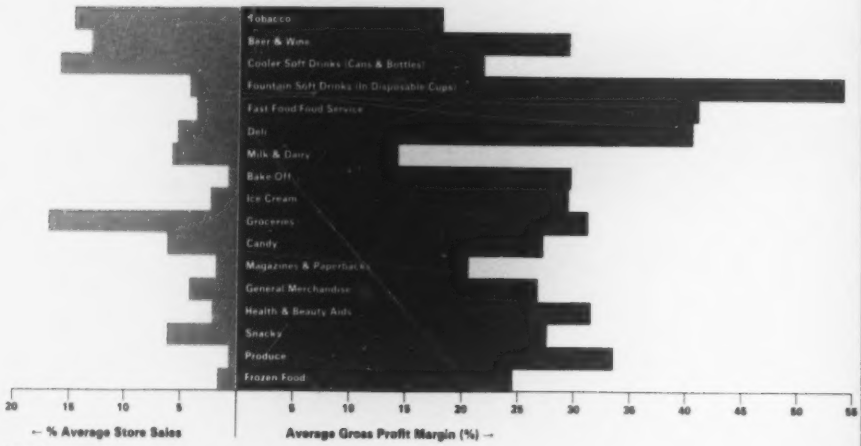
The Graphic Arts Technical Foundation (GATF) has released the latest in a series of major market profiles produced by their Techno-Economic Forecasting Division in Pittsburgh. "Label Printing" evaluates all the major segments of labelling by sales and by typical product characteristics such as label run lengths, color usage, facestock and adhesives. In addition to the U.S. market, Western European, UK, Japanese, Canadian, Australian, South African and Indian markets are also covered. Profiles of 50 leading U.S. label producers and GATF's forecast for the next three to five years are included. For more information, write GATF's European distributor for the report, Labels & Labelling Data and Consultancy Services Ltd., 10 Torrington Drive, Potters Bar, Herts EN65HR, England (telephone 0707-56828, telefax 0707-45322).

Study of Top 1,000 Annual Reports Underway

Walker Wiener Associates of Briarcliff Manor, NY is currently engaged in a study whose purpose is to identify the 1,000 largest producers of annual reports and to provide major graphic suppliers (paper producers, printers and related graphic design firms) with a complete assessment of production and graphic characteristics of the reports.

Over 30 specific production characteristics such as paper, printing, color utilization, binding and special features will be analyzed. In addition, each of the 1,000 companies whose annual reports are part of the study will be asked to identify key paper and printing buyers/influencers. Preliminary reports are expected in June, 1987. The final report will be produced as a four volume set. A full prospectus can be obtained at no cost by writing Mr. Norman Wiener, V.P., Walker Wiener Associates, 190 North State Road, Briarcliff Manor, NY 10510 or calling 914-762-8808.

Convenience Store Sales



Source: Convenience Store Merchandiser

Industrial Paper

Fast Food Service Tops Gross Profits for Convenience Stores

According to a recent survey in *Convenience Store Merchandiser*, a magazine for convenience store executives, products sold in conjunction with fast food disposables topped the list in average gross profit margin. These include fountain soft drinks (54%), fast food/food service (41%), and deli (40.5%). With these areas growing, sales to convenience stores should be much more attractive to industrial paper distributors. Product categories sold through these outlets still are below the top group of products as a percent of total store sales with groceries (16.9%) and canned or bottled cooler soft drinks (16%) being the mainstays of this business, followed by tobacco (14.6%) and beer and wine (13.1%). Recent additions to products that can be sold to these outlets are bakery boxes for those units with baked goods and microwave food packaging for those units serving hot foods.

NPTA to Release Retail Packaging Video Tape Programs

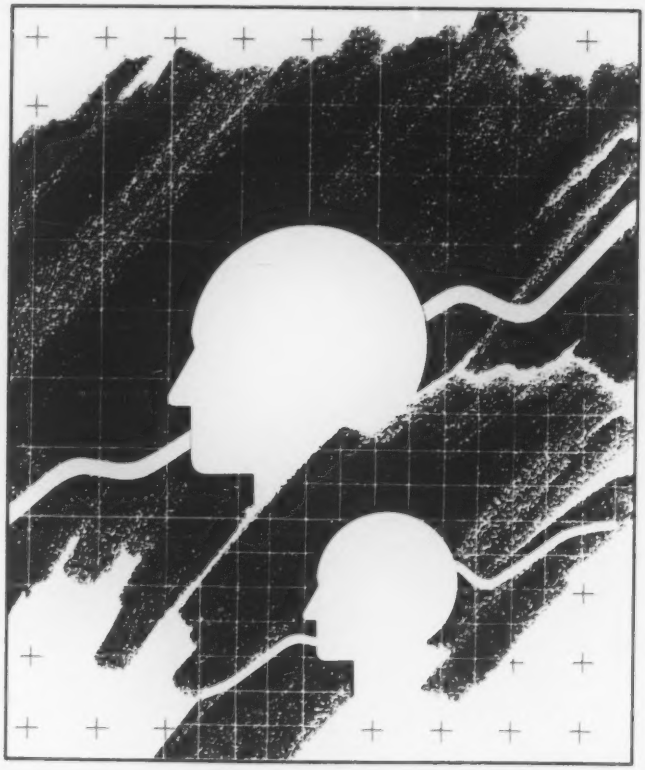
According to the latest U.S. Census Bureau's Economic Census, manufacturers of retail packaging are producing $5.4 billion worth of paper and plastic retail packaging as well as gift wrap papers.

In 1985, paper merchants estimated their sales of retail and matched packaging at close to $700 million in sales! Sales of retail packaging and affiliated products has grown significantly over the years as a major part of industrial paper merchants' business. In 1981, retail packaging accounted for only 3.74% of merchants sales by commodity classes, but, by 1985, that percentage had more than doubled to over 7% of merchants' total sales.

Merchants involved in the distribution of these products report that the business these days is more complicated, but more

HUMAN RESOURCES MANAGEMENT CONFERENCE

May 19–20, 1987
St. Louis, MO



A Conference For:

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- Human Resource Professionals
- Executives who seek to upgrade their personnel function

If the Problem is People Performance, the Solution is NPTA's *First* Conference on Human Resources Management

The success of any organization depends upon the quality of its management, and the challenges of the years ahead will require the most sophisticated management techniques available. Profitability and growth in a period of industry change depends ultimately upon the human resources in our industry.

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Registration Fees:	Members	Non-Members
1st Participant	$330	$410
2nd Participant	265	315
3rd Participant	190	230

Full payment must accompany this registration form
Mail to: Education & Training Department, NPTA, 111 Great Neck Road, Great Neck, NY 11021

The National Paper Trade Association

The Voice of the Paper, Plastics & Allied Products Industry

The National Paper Trade Association is a non-profit wholesale trade association. Since its founding in 1903, it has served as the industry's national representative in member training, educational assistance, legislative representation and communications link.

Through the years NPTA has become the established voice of the paper, plastics and allied products distribution industry. It serves more than 2,000 member locations in the United States, Canada and 30 other nations as their vital communications and information source.

The Association's membership represents over $18 billion in annual sales in an industry that is estimated at $27.5 billion in annual volume.

The Association serves its membership by providing an Annual Convention & Exposition, numerous publications, including the monthly MN (*Management News*) magazine, industry financial reports such as "PAR" (Performance Analysis Report), Paper Merchant Sales Report and "QBCR" (Quarterly Business Conditions Report), numerous educational seminars and workshops as well as educational video tape programs tailored to the needs of member merchants, industry research reports, legislative updates and an extensive member insurance program.

The Association is also a forum for the sharing of timely ideas and issues pertinent to the industry. NPTA has gained its strength from its devoted membership. These companies participate in constructive dialogs, idea exchanges and help create a better industry for all.

Mission Statement of NPTA:

The National Paper Trade Association will continue to be viewed as a leading industry trade association by paper, plastics and allied products distributors and suppliers, and as the organization assisting the member companies toward more productive and profitable operations.

Future NPTA Convention and Paper/Plastics and Allied Products Exposition Dates

1988—September 17-20, Hyatt Regency Hotel, Chicago

1989—October 28-31, Anaheim Marriott, Anaheim Hilton, Anaheim

1990—October 6-9, Hyatt Regency Hotel, Chicago

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profitable than ever. The key to these sales seems to be the ability of the merchants' sales personnel to focus on the image the retailer is attempting to promote for his business.

Packaging has become a moving advertisement for his products and business, and, in effect, must be more than just attractive in design. Should it be boxed or bagged? Should the shopping bags be die-cut, snap handled, loop handled or European tote type? All of these decisions must be made, and then color, type of printing and material have to be decided—after which the consumer literally throws away the product! But for the merchant, this business can be an excellent showcase with which to attract new customers, as well as good business in and of itself.

With this in mind, NPTA's Industrial Papers Division presented a session during the 1986 NPTA Convention in Boston entitled "Retail Packaging: A New Frontier for Paper Merchants?" The session was video taped and will soon be available for purchase. The program features the viewpoint of three very different sides of this exciting product area: the distributor's view, the manufacturer's view and the customer's view.

The program explores the concept of how this product should be sold, warehoused and purchased by the distributor. It also describes the nature of the business and what distributors can expect to happen when they enter into the business. It outlines the relationships involved between manufacturers, distributors and customers, and how sales personnel need to be trained to sell this product line. It also features statistics on the business to help you gauge the magnitude of the industry and how it relates to you.

Distributors will also learn what to expect from manufacturers and how to choose the best supplier for a particular customer need. You will get first hand opinions on what distributors should be doing for customers, manufacturers and themselves in order to be as successful as possible with this product line.

Most important, you will learn what the customer is *really* looking for, what they think and what they really want. The program features Mr. Thomas E. Costello, vice president marketing, Dixon Paper Co., Denver, CO (distributor), Mr. William Bradfield, formerly president, St. Clair Pakwell, Chicago, IL (manufacturer), and Mr. Warren Wilson, director of purchasing, McRae's, Inc., Jackson, MS (customer). Each of these men has extensive experience in the areas of buying, manufacturing and distributing retail packaging and allied products. The program will cost $65.00 per tape and runs approximately one hour. Watch *MN* and *NPTA Up-Date* for further information.

The Meat and Potatoes Barometer for Restaurants

According to an article entitled "Hearty Eaters Rank First," by Linda Cecere, which appeared in *Restaurant Business Magazine*, with all the talk about the appeal to health-conscious consumers, traditional still remained the primary target of restaurant operators and fast food outlet managers. These diners account for the largest share of all eating occasions at 43%. More than half labeled themselves as "meat and potato" eaters. Top choices for meals: steak, hamburgers, fried chicken and fried fish, all served with some kind of potato side order.

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Cold Calls: Some Ideas to Make Them Work Better

Probably the most difficult assignment faced by an outside salesperson is making cold calls. The problems created by not having an appointment to see an unknown person who is defended by a hostile receptionist can create a very real fear of rejection and a reluctance to go out on cold calls in the first place.

Michael J. St. Lawrence of the Dale Carnegie Institute has some suggestions to help the situation. It is helpful to do some research on the firm before making your first approach. Tell the receptionist that you want to discuss some ideas that might help the firm's business or ask if there is anyone who is faced with a problem related to the salesperson's business. The most important thing to remember, according to Mr. St. Lawrence, is not to push for an order on the first call, but rather make the call an informational meeting. Use the time to introduce yourself and your company and to find out about the company with which you are trying to establish a relationship.

One of the most important things you can do on the first call is to establish credibility for yourself and your company. If you are working for a well-known firm, credibility is established just by showing your business card. For lesser-known firms it helps to mention some well-known customers you deal with and describing the problems you have been solving for them.

Don't, on the first call, try to overwhelm the prospect with too much information about your product(s). Try to get information about problems you might be able to help with—and, after asking a question, *don't* keep on talking. Silence on your part will encourage the person to answer. And if you find the answer not to your liking, maintaining your silence will usually cause the person to talk some more. If you are still not satisfied, ask him what he means or to be more specific. Even if you have a good memory, take notes—it makes your contact feel that his words are important and he is more likely to give you valuable information.

If the call has gone well, tell the prospect that you have gotten a lot of information about his company and you have some ideas that might work for him, ideas you want to think over, develop and then present to him at a later time. Then ask for another appointment (suggest a specific day and time). Getting that next appointment shows that you have created a favorable impression and are on your way to changing the prospect into a customer. (Of course you will not always be successful, and, if it is obvious that things are not going well, don't waste your valuable time. Move on to your next possibility.)■

Salespeople Happiest of All Employees

According to Stanard & Associates, Inc., Chicago industrial psychologists, a survey has found that salespeople are happier with their jobs than any other employee group. Factors that were cited included competent supervisors, cooperation from co-workers, and recognition and opportunities for growth. Way down on the list were such things as pay, benefits and job security.■

Lots of Wasted Paper—But Who's Complaining?

Accountemps, a temporary personnel service, did a study which concluded that business made 350 billion copies in 1986—and then threw 130 billion of them away! This works out to 26 million cartons of copier paper that were sold, only to be wasted. (And then there's computer printouts...)■

Sales Briefs

UNITED PAPER INC. has promoted Charlie Schmidt to national sales manager. He had previously been a regional sales manager for the company. Jeffrey A. Hussey has been appointed as sales representative for United Paper. He has over eight years experience in the paper industry.

FLAMBEAU PAPER has announced that Robert White has joined the company as midwest sales manager. Before becoming part of the paper sales industry ten years ago, White worked in the printing trade for over twenty years.

GEORGIA-PACIFIC has named Dana Dobbs Wall to be assistant director of communications for their Printing Paper Division. She will be responsible for development and production of promotional materials for several of the company's printing paper grades as well as a variety of special advertising projects. Georgia-Pacific also announced that Thomas E. Kemeny, manager of technical service at G-P's Port Hudson, LA mill will add technical customer service responsibilities for the company's bleached sulfite market pulp grades to his other duties. Charles A. "Chuck" Barber has been named specialty pulp sales manager for the G-P Bellingham, WA mill in addition to his present position as technical service manager for all paper- and specialty-grade market pulp produced at Bellingham.

CARROLL COMPANY of Garland, TX a chemical specialties company, is producing Amigo Waterless Hand Creme, a pumice and antiseptic-containing free-flowing hand cleaner. The product has a citrus odor and it is claimed to be able to get the most heavily soiled hands clean while being mild enough to use every day. Carroll has also announced that Len Oglesby has been added to its national sales force as an account executive based in Memphis, TN.

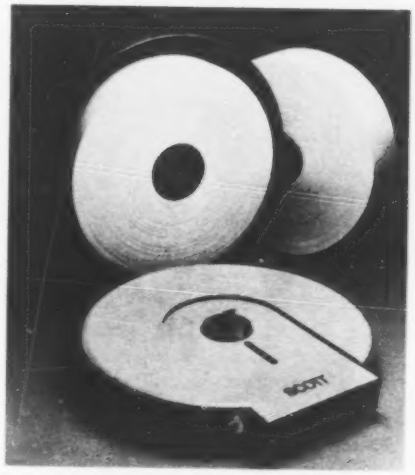
HAMMERMILL PAPERS GROUP has announced three promotions in its Sales Department. Bruce A. Kelsey has been named district sales manager for the Western Sales Region. Except for two years, Kelsey has been with Hammermill since 1964, most recently operating the Detroit sales office. Matthew D. Glass has been named district sales representative for Detroit, replacing Kelsey in that position. Vincent E. Hanhold has become district sales representative for the Central Sales Region, headquartered in Columbus.

ACME PAPER & SUPPLY COMPANY has announced the appointment of Gary A. Dahne as sales representative. He will be responsible for developing business in the health care industry and other businesses in the Baltimore/Washington area.

S. WALTER PACKAGING CORP. has appointed Steve Cohen to be sales manager of retail sales. Other personnel changes at Walter are: David Schultz, moving from expediter to customer service; Andrew Goodman, moving from customer service to sales; Bonnie Walls and Beverly Pakyz are joining customer service; and Kris Fuller is now in charge of Walter's secondary computer system.

MAYER MYERS PAPER COMPANY proudly announced that Jimmie L. Dawson was one of the winners of a Distinguished Sales Award presented by the Sales and Marketing Executives of Memphis at a February banquet. Mr. Dawson and the other winners all received engraved plaques to mark the occasion.

BECKETT PAPER COMPANY has produced a new sample book featuring new additions to their embossed grade. Five new colors and a sturdier 80 lb. cover are now available. The mill is now stocking eight colors and two whites in 70 lb. text and ten colors and two whites in 80 lb. cover. A special 65 lb. cover is offered in white only.



SCOTT PAPER COMPANY believes that its unique JRT® Jumbo Roll Tissue—a 4,500 foot-long roll of toilet tissue—will solve so many public washroom problems that it has inaugurated a "satisfaction guarantee" for companies willing to try it. Under the guarantee, Scott promises to buy back any unused toilet tissue and to reconvert washrooms to their original tissue dispensers if management is not satisfied with Jumbo Roll Tissue at any time after a 90-day trial period. For more information, write to JRT Guarantee, Scott Paper Company, Dept. JS-41, P.O. Box 830, Devon, PA 19333 or call Scott at 1-800-4-Scott-1.■

Strathmore Promotion Highlights Color-on-Color

A second promotion featuring Strathmore Grandee cover and text papers and the new color palette for the grade has been released by Strathmore Paper Company. The new portfolio, called "The Moods of Strathmore Grandee," was prepared, according to David E. Rousse, marketing manager for the company's Printing Papers Division, "to demonstrate practical uses of Strathmore Grandee in a color-on-color printed piece," and "to highlight the effectiveness of Grandee with two-color budgets."

The promotion emphasizes simplicity, showing how innovative and attractive color-on-color work can be produced with a single pass of one or two colors. The paper's improved opacity and ink holdout are demonstrated using both transparent and opaque inks. The portfolio shows the work of several prominent designers in addition to the design work of Keiler Advertising of Farmington, CT, which created the promotion.■

How is a Salesperson Like a Baseball Player?

Selling has a lot in common with baseball—except that the salesperson finds him/herself filling several positions at once. Consider: while the salesperson in giving his pitch to a customer, he must be alert to catch what the customer says so he can overcome objections and make the sale, thus becoming a hit with his boss, instead of being thrown out.■

Are You Doing as Well as You Can in Sales?

Your performance as a salesperson is rated by your sales manager, of course, but do you also try to rate yourself? Can you honestly say (to yourself) that you are doing the very best that you can? While there are those of us who are never satisfied, no matter what we have achieved, many of us are content to rest on our laurels much of the time. If we land a couple of good-sized orders we figure we have earned, in addition to our commission, the right to relax for a while.

Maybe you ascribe your (or somebody else's) sales success to "luck" instead of preparation and hard work. While we can, on occasion, "get lucky," luck is too fickle to rely on to make our living for us.

If you are not completely satisfied with your current level of success, one

of the simplest things you can do to improve is to set goals for yourself (such as two new customers each month). Don't set your sights so high as to be unreasonable or you will only become discouraged. Pick a goal that you know you can achieve (if you work just a little harder)—and *keep records!*

It is absolutely necessary to keep records so you can track your progress toward reaching your self-set goal. Lack of indicated progress will act as a spur (if you are really serious about reaching your goal). Progress, on the other hand, also acts as an inspiration to keep up the good work—leading us on to higher levels of achievement, so either way, you can't lose.■

Telemarketing Attracting More Attention Today

Every once in a while a research firm will publish its current estimate of the cost of an outside sales call. A report by the Laboratory of Advertising Performance of McGraw-Hill Research puts the figure at $229.70. It is not surprising, therefore, that businesses are always on the lookout for less expensive ways of reaching their customers. One method that is growing in popularity is telemarketing, i.e., using an existing communications network that makes it possible to reach out to customers and potential customers in wholesale quantities.

Evidence that the idea is catching on with the NPTA membership can be seen in the monthly report of "Best Sellers," which shows the rise in popularity of *Win-Win Telemarketing for Wholesaler-Distributors* by S. Michael Zibrun. *Win-Win* was number 8 on the February list and zoomed to number 2 on the March list.

Produced for the National Association of Wholesaler-Distributors, and available from the NPTA, the program introduces the concept of telemarketing and explains how it provides a competitive edge for its users. It then goes on to explain in detail how to tailor a program to fit your company's needs, including how to choose and train the right people to manage and operate the program. The type of forms that will be needed to keep track of the system are included and there is even a training cassette provided.

If you think the time is ripe for your company to get into telemarketing, you can order the program from NPTA by sending a check for $135.00 or by calling 516-829-3070 and charging it with Visa, Mastercard or American Express.■

EVENTS

APRIL

9–11. *The Southwestern Paper Merchants Association and The Paper Suppliers Association of the Southwest 61st Annual Convention at the Westin Hotel-Galleria, Dallas, TX. For information call: 512-452-4571.*

26–May 1. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

29–May 1. *19th Annual Paper Industry Management Association (PIMA)/ MIS International Conference, Hyatt Regency Cambridge, Boston, MA. Contact Scott Baumruck, 312-956-0250.*

MAY

3–8 & Nov. 8–13. *Paper Distribution Management Development Program at Miami University, Oxford, OH. Contact NPTA.*

6. *New England Paper Merchants Association's Annual Meeting. Contact Albin Johnson, Jr., 617-748-2272.*

19–20. *NPTA's Human Resource Management Conference, St. Louis, MO. Contact NPTA.*

JUNE

1. *Boston Paper Trade Association's Golf Outing. Contact Albin Johnson, Jr., 617-748-2272.*

2. *NPTA's Market Intelligence, Dallas, TX. Contact NPTA.*

15–17. *International Pulp-Paper & Converting Exhibition and Conference for Asia, Tokyo International Fair Grounds (Harumi). Contact William R. Burris, E. J. Krause & Associates, 301-986-7800.*

16–19. *Paper Industry Management Association's (PIMA) 68th Annual International Management Conference, Radisson Hotel South, Minneapolis, MN. Contact Scott Baumruck, 312-956-0250.*

Ask Not What Your Customer Can do for You...

Once you have established a relationship with a customer and can rely on a steady stream of orders to be forthcoming, it is easy to begin to take that customer for granted. The relationship becomes cut-and-dried and you run the risk of losing out in the end.

You might be cheating yourself (and your company) by assuming that whatever you are currently selling to that customer is the only product he wants to buy from you. He may be turning to other suppliers for products that you also carry. If you don't find out what else he uses, you are missing out on a chance to increase your sales to an *existing* customer—which is much easier to do than finding new customers. Or he might be ready for an upgrade in ↗

either quantity or quality—and again, if you haven't been keeping in close touch, you won't be aware of what he has in mind.

Worst of all, he might be approached by a hot-shot sales rep from one of your competitors who will promise him the world in exchange for his business and you suddenly realize that the steady stream of orders has stopped. Once lost to the competition, it can be very difficult to recapture the account—especially if the new supplier is living up to his promises to give excellent service. The simple moral is: once you are doing business with a customer you have an advantage over the competition—but the relationship cannot be taken for granted or *you* might end up being the competition!■

Quarterly Awards Announced by Paper Corp. of U.S.

Selected from entries received from merchants throughout the U.S. and Canada, the Winter 1987 Certificates of Excellence Awards have been presented by Paper Corporation of United States, the New York based representative for Papierfabrik Scheufelen of West Germany. Scheufelen makes the awards to recognize outstanding printing and/or design for work produced on Phoenix Imperial Premium Art Coated Paper or its web equivalent, Phoenoweb.

Shaughnessy Kniep Hawe, St. Louis merchant for Phoenix Imperial, submitted an award winning entry for the Spray Division Product Catalog produced by Wooster Brush Company. Another award went to Hemlock Printers of Vancouver, whose entry, a self-promotion poster titled "Craftsmanship", was submitted by Inter City Papers, Ltd. of Vancouver.

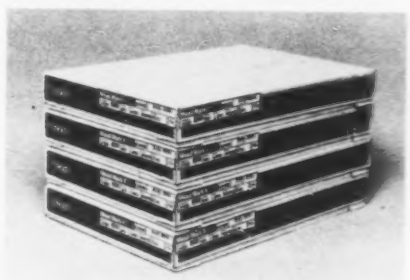
Hudson Valley Paper Company of Albany, NY and Battery Graphics of Brattleboro, VT each received an award for a combination Phoenix Imperial swatch book/promotion booklet called "Shiny Side Up." The last award was presented to Mary Melzer of Chicago for her work in designing a series of Phoenix Imperial sales promotion material, including a swatch book, promotion response card, newsletter and presentation folder.■

New Guide Helps Meet Tax Law Mandates

The Tax Reform Act of 1986 has created new rules regarding travel and entertainment (T&E) expenses. Stricter qualifications as well as lower deductibility require that companies tighten up their control systems for reporting T&E expenses. An American Express survey found that only one-third of 2,500 companies that responded thought that their efforts to control expenses were successful. Only half the companies believed that they had reporting systems in place that were able to meet the new reporting requirements. As a result, American Express Travel Management Services has published a guide called *Tax Reform and T&E* which includes recommendations to help companies comply with IRS requirements and to manage their T&E budgets more effectively. For a free copy of the guide, write to Steven Alesio, Vice President, American Express Travel Management Services, American Express Tower, World Financial Center, New York, NY 10285-4110.■

Mead Adds to Cast-Coated Cover Line

Mead Mark V is the latest product to join Mead's cast-coated cover stocks. According to Mead, the cast-coated side features a high brightness, mirror-like surface which is ideal for process color work, embossing, die cutting and foil stamping. The reverse side, Mead says, is designed to meet the requirements of an uncoated offset paper, making Mark V an ideal choice for posters, annual report covers, menus, matchbook covers and calendars. Mark V is available in 8. 9, 10 and 12 point calipers, and more information as well as printed samples can be obtained by writing to Mead Paper, Marketing Communications, Courthouse Plaza, Dayton, OH 45463, or calling 1-800-345-MEAD, Ext. 3221.■



Booklet Pays Tribute to the Printed Word by Hammermill Papers

Hammermill Papers Group has published a 24-page booklet titled "For Wisdom, Piety, Delight or Use," which attempts to illustrate with words and pictures some of the many ways printing enriches our lives. The thought-provoking quotations come from such as Thomas Jefferson, Benjamin Franklin, Mark Twain, Henry David Thoreau, Harry Truman, Virginia Woolf, William Shakespeare—and the Bible. The photographs show people reading in a variety of settings (except for one picture of a student sleeping at a table while holding a book titled "Sleep: An Experimental Approach").

The booklet is, of course, an advertising piece, conceived, designed and produced by Klaus Gemming/Word & Image for the purpose of demonstrating the capabilities of Hammermill Offset Opaque and Hammermill Cover, but that in no way detracts from its charm. To get a copy for yourself, see your local Hammermill Merchant or write to Hammermill Paper Group, Erie, PA 16533.■

ARE THERE PROBLEMS IN WORKING TOGETHER?

Even when one employee quits as a result of a conflict on the job, he is pleased to have the problem settled. Theodore Caplow makes this statement in How to Run Any Organization. *The "other" employee and the company are also winners in this situation, he says, because the company is then able to operate more smoothly. He also maintains that most communication breakdowns are due to managerial error.*

The example he gives is a conflict between a vice president of production (an engineer) and a vice president of marketing. The former wanted to emphasize quality and called the marketing man a charlatan for using gimmicks and sensationalism that he thought downgraded the product. Though they hated each other, the president liked both of them and refused to take sides. Straddling the fence, says Caplow, only sustained the problem, until the marketing man finally left.

What should be done in such a case? First, Caplow recommends that superiors look at how their actions (and inactions) contribute to the discord. When they are not able to reconcile the differences, people should be moved to work settings with more compatible employees. Still, such manipulation is not always possible and tension may come from jealousy, bad temper, ethnic prejudice or private grudge. Finally, warnings must be made that continued feuding will bring penalties or dismissal.

PAY HIKES FOR EXECS LOWEST IN THREE YEARS

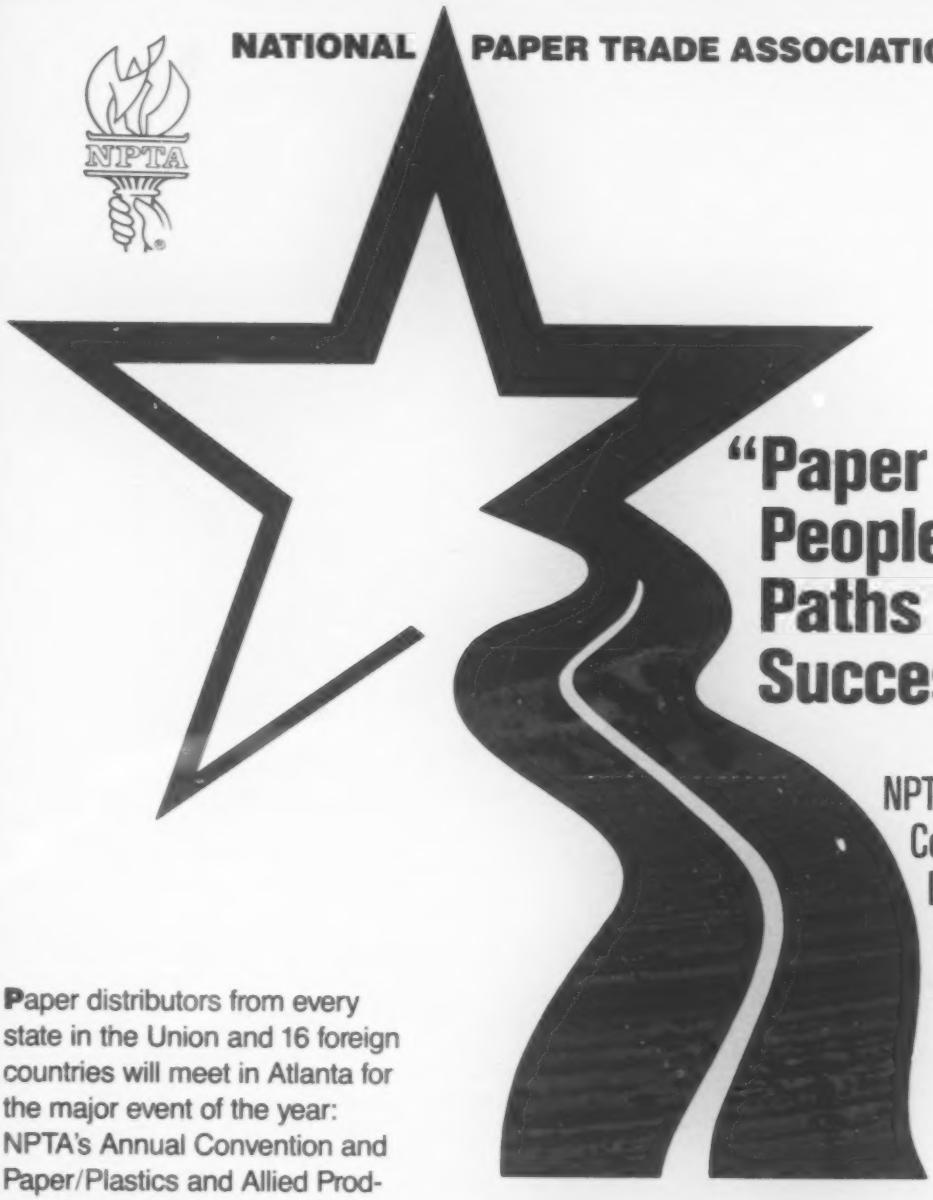
The 1,000 companies surveyed by Sibson & Co. reported that in 1986, salaries for executives rose 7%, but due to smaller bonuses, total compensation was up only 6.5%. 1985 saw salaries rise 7.6% and total pay was up 10.7%.

President of Sibson, Jude T. Rich, said that "bonuses awarded in 1986 reflected corporate performance in 1985." The profits for the country's 500 largest industrial companies decline 19.1% in 1985.

NEED COMPENSATION INFO FOR YOUR SALES PEOPLE?

If you are responsible for the compensation program for your sales people, order these very informative reports from NPTA: Printing Paper Sales Compensation *($40) and* Industrial Paper Sales Compensation *($32). Call NPTA's Communication's Department for an informative brochure or to order over the phone: 516-829-3070.*

NATIONAL PAPER TRADE ASSOCIATION, INC.



"Paper People Paths To Success"

NPTA Annual Convention and Exposition
September 19-22, 1987
Atlanta, Georgia

Paper distributors from every state in the Union and 16 foreign countries will meet in Atlanta for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '87 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, nonwovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '87—The Show, The Meetings, the Special Events . . . all waiting for you in Atlanta!

Exposition Management:
Scherago Associates, Inc.
1515 Broadway
New York, New York 10036
(212) 730-1050

Sponsoring Organization:
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

Wholesalers New Strong Voice in Washington

Gone are the days of the quiet, unknown "middleman" whose efforts were hardly noticed in the movement of goods from manufacturer to consumer. Today's wholesalers are cutting-edge professionals, dominating the distribution channel, exercising direct control over the marketing of the goods they sell. Control of distribution is a powerful force. This fact has not gone unnoticed in Washington. Not at all.

The main thing about wholesalers, reports one Capitol Hill observer, is that they are true entrepreneurs. In 1986, merchant wholesalers contributed more than $1.4 trillion in sales to the U.S. economy—no small piece of the American pie. But that alone has not made legislators listen.

Those in Federal government only pay attention when there is a good story teller to hold their interest. It wasn't until 1946 that a group emerged to look after the interests of wholesale merchants in the halls of Congress and tell their story. They crafted a message and presented it in a way that the power brokers on the Hill could not ignore.

NAW's Nick Calio displays the volume of membership mail to Congress that was received as a response to a call for action.

Formed to deal with the legacy of wartime production controls, the National Association of Wholesaler-Distributors (NAW) has spent the past 40 years in pursuit of the creation of an economic climate in the United States in which distributors can flourish. Their efforts have made news and drawn attention to the needs of the wholesaling community.

The Washington Perspective of Wholesaling

It is fair to say that in Washington politics, numbers mean influence. The more letters and phone calls received by legislators, the more likely they are to listen. Wholesalers, until recently, had no realization of the size and potential of their clout in our Nation's capital. When NAW developed its computerized database of distributors who knew, or had some entré to their Congressmen and women personally, they were able to generate over 10,000 listings. NAW's full membership now stands at more than 40,000 wholesaling companies, which includes wholesale distribution firms belonging to NAW's 120 commodity line associations. When rallied, this force can turn out for a fight, and turn out quickly.

Wholesaler-distributors are a constituency that Congress likes. Members of this group are typically community-rooted, many are second and third generation business people. These are the people who are active in Rotary Clubs, banks, hospital boards, and the like, evenly distributed throughout the United States. This has created a broad base of support, and a broad base of interest on the part of lawmakers. NAW never allows Congress or other Washington bureaucrats to forget the magnitude of this constituency.

For example, when confronted with stringent new automobile rules that would have had a negative effect on wholesalers, NAW went to the Hill to plead the distributors' case before Congress. Armed with 4,000 letters and statistics showing how costly, impractical and unfair the regulations were, both the House and Senate repealed them—with only two dissenting votes out of the 535 cast. "The outcome shows the importance of grass roots in lobbying," said Dirk Van Dongen, NAW president. "Wholesalers can have a very real effect on what goes on in this town, if they choose to do so."

According to *Business & Public Affairs Fortnightly*, a well-respected Washington newsletter, the seven most influential groups to have emerged in the Capitol in the past two years from the thousands of lobbying organizations are:

Dirk Van Dongen

- American Business Conference
- American Council for Capital Formation
- Business Roundtable
- National Association of Manufacturers
- National Association of Wholesaler-Distributors
- National Federation of Independent Business
- U.S. Chamber of Commerce

The New York Times, reporting on the new, powerful groups in Washington, said, "Other lobbyists...seem poised to move to the forefront...The National Association of Wholesaler-Distributors represents (an) organization whose members are currently in favor on Capitol Hill." "It took a great deal of effort to get there," says Van Dongen, "and it requires much work to stay 'in favor'."

Van Dongen and his staff of wholesaling experts are constantly moving back and forth from the Hill to the White House giving testimony on bills before the House and Senate, meeting with the President or his advisors, or planning new strategies with legislative aides. "It's a 13 months-a-year job," says Van Dongen. "But the legislators and White House staff know how serious we are and respect our opinions."

"One can't walk into a Congressional hearing room without being armed for a fight," said Nick Calio, NAW's vice president-government relations and executive director, WDPAC. "If we haven't done our homework, they'll tear us apart." Getting that background research accomplished, such as was done with the facts collected on the automobile legislation and its potential impact on wholealers, takes a good deal of time and money, plus an organization to support it.

A Brief History of Wholesaler's Impact on Tax Reform

No legislation will have a greater impact on paper merchants than Tax Reform. NAW and its coalition helped gain a great victory.

Tax reform was one of the most significant legislative victories for wholesaler-distributors in the NAW's 40 history. Formally initiated in November 1984 when President Reagan announced his "Tax Proposals for Growth, Fairness and Simplicity," tax reform became a reality 23 months later when the President signed the Tax Reform Act of 1986 on October 22.

Tax reform's purpose was not to increase or decrease federal revenues. Rather, within the framework of "revenue neutrality," tax reform aimed to make the tax code fairer and more economically neutral by eliminating the disparities in effective tax rates which existed under prior law.

This goal was largely accomplished by dramatically lowering tax rates and eliminating or making less valuable a variety of deductions and credits. While the final product is not perfect, this tax reform "formula" benefits most wholesaler-distributors because this industry was among the highest effective tax rate payers under prior law.

Throughout the process, NAW and its members played a central role in the drive toward reform. While space limitations preclude detailing the entire tax reform effort and NAW's role in it, the following highlights show the industry's involvement:

- In 1983, NAW helped found the Coalition to Reduce High Effective Tax Rates to fight against a corporate surtax in the short-term and for the elimination of effective tax rate disparities in the long-term. NAW served as Co-Chairman and Executive Secretariat of that coalition.
- In June 1985, following release of President Reagan's modified tax reform proposal, NAW launched the Tax Reform Action Coalition (TRAC) along with General Motors, IBM, General Mills, Procter and Gamble and the American Business Conference. TRAC's objective was to fight for the dramatically lower tax rates embodied in the President's proposal. Since then, TRAC's membership has grown to 250 corporations and trade associations representing more than one million firms nation-wide. NAW serves on the coalition's Management Committee and Strategy Committee and as its Executive Secretariat.
- By December 1985, NAW and TRAC had helped shape a tax bill in the House of Representatives—H.R.3838—which provided significant benefits to wholesaler-distributors, including a 36 percent top corporate rate, LIFO simplification and increased expensing limits. These benefits for wholesale distribution firms were graphically demonstrated by an NAW-Arthur Andersen & Co. computer model developed by using the actual tax returns of typical wholesaler-distributors. This model, updated with each change in proposed tax provisions, predicted the impact of tax reform on wholesaler-distributors.
- Entering 1986, NAW's objective was to help move a bill similar to H.R.3838 through the Senate Finance Committee, the full Senate, and a House-Senate Conference Committee. However, Finance Committee consideration of tax reform proved extremely difficult. Finally, follow-

Continued on next page

ing a complete breakdown of Finance Committee negotiations, the Committee went behind closed doors and emerged with its version of H.R.3838. The bill featured a top corporate rate of 33 percent and a better depreciation system than in the House bill. However, it also extended, for the first time, the so-called uniform cost capitalization rules to wholesaler-distributors and eliminated the LIFO simplification provision.

- As a result of a "no amendment" strategy, the bill passed the Finance Committee in May and the full Senate in June with the capitalization rules intact.
- Meanwhile, NAW's grassroots and Washington lobbying efforts continued and, with the help of House Ways and Means Committee Chairman Dan Rostenkowski, the House/Senate Conference Committee ultimately reincorporated the LIFO simplification provision and significantly mitigated, although it did not eliminate, the application of the inventory capitalization rules to wholesaler-distributors. Wholesaler-distributors with $10 million or less in annual gross receipts are completely exempted from the rules. In addition, the Conference Report directs the Treasury Department to develop simplified methods of applying capitalization rules to our industry. The simplified methods are actually detailed in the Conference Report and significantly reduce the potential costs of complying with the new rules. (NAW will seek elimination of these rules in 1987. In the meantime, NAW is working with the Treasury Department as the Internal Revenue Service develops regulations to implement the new law.)
- The Conference Committee approved a final tax reform bill in August which was passed by both the House and Senate in September. In addition to the LIFO simplification provision, the bill provides increased expensing limits for smaller businesses. Most importantly, it contains a top corporate tax rate of 34 percent, reduced from 46 percent under prior law and graduated corporate rates below 34 percent which are more favorable than prior law.
- After President Reagan signed H.R.3838 into law on October 22, NAW published and distributed a 31-page booklet, "Tax Reform Act of 1986: A Summary of Pertinent Provisions and Their Impact on Wholesaler-Distributors." In addition, the Association published a Tax Advisory on the new law, detailing a way to avoid the impact of the elimination of the *General Utilities* rule which deals with the recognition of gain on the sale or liquidation of a corporation or its assets.

Organization is the Key

In order to develop a pro-business/pro-wholesaling Congress, NAW created the Wholesaler Distributor Polical Action Committee (WDPAC). Through this committee, NAW has sought to staff Congress with the right kind of people—no easy task, certainly.

The political objectives of WDPAC are quite simple: give financial support to those candidates for House and Senate elections who are likely to support the aims of distributors.

In 1985, WDPAC contributed $125,000 to 158 Congressional candidates for the 1986 election, on both side of the aisle. "That may seem like a lot of money," said Van Dongen, "but isn't when the total number of contibibutions is considered. Our average contribution was only $791 per condidate supported." That not withstanding, WDPAC-backed candidates had an 85% win rate in the House and 60% of Senatorial candidates supported won election.

This win ratio is extremely high among PACs, even considering that part of WDPAC's contribution strategy—uncommon among business PACs—is to emphasize contributions to credible challengers and endangered incumbents. 51% of WDPAC-supported challengers were victorious in 1986.

"We could be doing much more," said George Seeds, WDPAC chairman, who is a wholesaler himself. "When compared with other lobbying groups, you can see that we need to make a bigger statement." The largest contribution a PAC can make to a candidate is $5,000. Seeds stresses that his wholesalers group has a long way to go to maximize its influence.

What the WDPAC is up against in Washington is that many groups are competing for the same dollars. Lobbying organizations abound in a city that is as power and influence-driven as our nation's capitol. In the business category, NAW's WDPAC is small by comparison. Small, but powerful. The reason, Seeds contends, is that there is only one group dedicated to the interests of wholealers,rather than business in general. And so, he says, donations to the WDPAC have a more pointed impact on Washington politics for wholesalers.

NAW's Jim Anderson (L) talks with Senator Daniel Inouye (D-HI).

Industry Research annd Education

Beyond government relations annd political action, NAW created the Distribution Research and Education Foundation (DREF) 20 years ago to give wholesalers a better sense of the size, scope and value of their industry. In 1982, DREF, working with Arthur Andersen & Co., the international tax, consulting and audit firm, developed a landmark study of the industry's future, titled "Future Trends in Wholesale Distribution." According to Ron Schreibman, NAW vice president-communications and executive director of DREF, "The 'Future Trends' report got this industry thinking and talking and focusing on the future like nothing else I can remember. DREF served an extremely useful purpose for the industry in this regard."

In fact, the industry—including paper merchants—has been so receptive to "Future Trends," that DREF's Board of Directors authorized a second such study, scheduled for publication in July. The new study's title is "Facing the Forces of Change: Beyond Future Trends in Wholesale Distribution." According to Schreibman, who paraphrases a famous credit card commercial when discussing the new study, said paper merchants "shouldn't leave the office without it. The study is going to be an invaluable strategic and operational planning tool for our industry."

While "Facing the Forces of Change" is DREF's biggest project right now, it is by no means its only one. Also due from the Foundation this year and next: a study of wholesaler-distributor/manufacturer working partnerships, a study focusing on the shifting of marketing functions in the channel and a study of the Just In Time (JIT) inventory control and management system.

Applying the Knowledge Learned

Paper distributors look to NAW as their standard bearer in Washington to see that their interests are addressed. The work done behind the scenes, whether in political education, lobbying Congress or researching how wholesalers can improve their businesses, brings new applications of the knowledge and influence gained. Legislation favorable to wholesalers, business programs, and services that save distributors money are all a result of this application of knowledge. The action-oriented work of NAW continues because the need is ever present.

NPTA's Washington Partner—NAW

Many of the programs available through NPTA come to paper distributors by way of the National Association of Wholesaler-Distributors (NAW). Their legislative expertise has generated more than just influence on Capitol Hill. New services for merchant wholesalers and a better flow of information have grown out of their work, to the benefit of member companies.

When one looks beyond Washington politcs and the growing respect wholesalers have gained there, the work carried on by NPTA's "National Partner," NAW, is seen as nothing less than revolutionary. If there were no Washington bureacracy nor lobbying efforts of NAW, there would still be a National Association of Wholesaler-Distributors. And it would be a strong organization, at that.

The realization that came to light at NAW was that wholesalers' daily needs for organizational support had to go beyond their governmental interaction. To help distributors more directly, a service corporation was formed. This arm of NAW was designed to utilize wholesalers' buying power to obtain services they need under enhanced conditions. What was discovered in the process and brought to the attention of wholesaling members was that these services could be provided more effectively and at a lower cost than through other corporations.

Insuring the Future

Most of the NAW programs that NPTA members are most familiar with are those that have recently made news. These are the group of insurance programs, developed by NAW working with CIGNA and New York Life, and made available to paper merchants through NPTA. There is an enormous economic clout that would not have been possible if not for the pulling together of all wholesale distribution. Independently, merchants have little impact on giant insurance conglomorates. But taken together,

wholesalers are seen as a driving force that cannnot be denied.

In just 18 months, this insurance partnership has generated more than $50 million in annual premiums with more than 2,000 wholesalers participating. Without NAW's efforts, this aggressive, money-saving business insurance program could not have been possible.

The program now includes Comprehensive Major Medical, Life Insurance, Disability Insurance, Accidental Death and Dismemberment, and Property, Liability and Workers' Compensation. This insurance protection, and the strength that comes from the participation of 120 different wholesaling commodity lines, is available through NPTA.

In the area of credit insurance, NAW approached Continental to develop a plan for wholesaling member companies to guarantee payment if a buyer defaults on an obligation. With 40% of the average wholesaler's assets tied up in receivables, this new program can save distributors from major losses. The program also guarantees that debt obligations will be met, reduces the cost of borrowing, and increases the overall profitability of the merchant company.

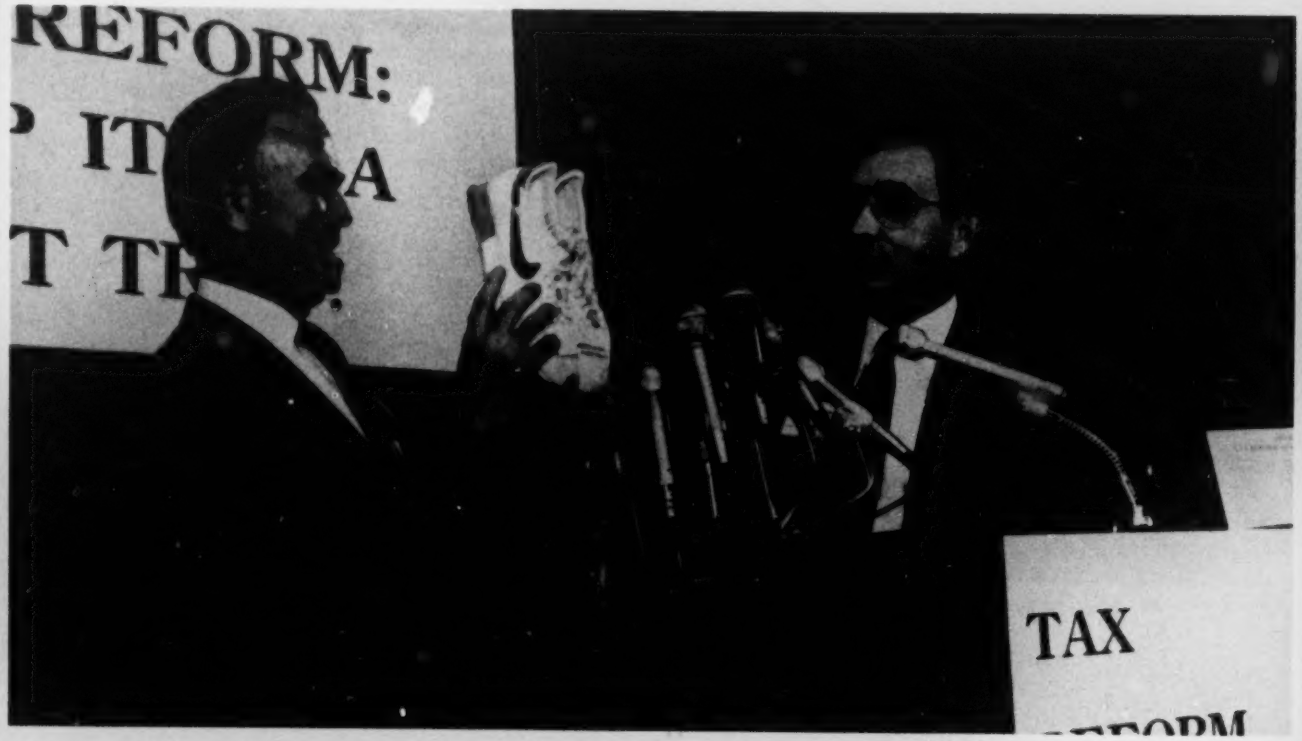
Debt Collection

The ability to work together has yielded many other benefits to wholesalers. The same approach used with CIGNA and Continental was recently applied to wholesalers' need to collect overdue accounts. NAW developed a working relationship with the National Revenue Corporation (NRC). In the past 30 months, the NAW/NRC program for wholesalers has collected them over $5 million in past-due accounts—a 35% recovery rate. This is well above the collection industry's national average of 22%. Member companies' return on investment (ROI) for this program has been running 340%.

Bottom Line Services

"Meeting the needs of the wholesaling community" is the simple goal of NAW's business programs contained in their Service Corporation. Drawing on the strength that comes from tens of thousands of companies across the country, they have generated a new business clout. Influence on Capitol Hill is a major benefit to NAW members, but having a direct, positive impact on a company's bottom line may be an even greater service.

For more information on any of these programs, contact John J. Buckley, Jr., NPTA president, at the headquarters office, or Anthony Simone, manager of marketing services, at NAW.



Senate Finance Committee Chairman Bob Packwood (R-OR) receives "TRAC" shoes from NAW's Van Dongen at a rally for the Tax Reform Action Coalition (TRAC).

John F. Church, Jr., president of Cincinnati Cordage and Paper Company and chairman of the Paper And Plastics Education Research (PAPER) Foundation, has been elected Secretary of the National Association of Wholesaler-Distributors.

Paper Merchants Can Shape the Country's Future

Much work lies ahead for paper merchants who wish to have their voices heard in the corridors of power on Capitol Hill. The National Association of Wholesaler-Distributors has answers for the merchant who is concerned about making Congress more responsive.

What would it cost to hire someone to talk to a few government officials on your behalf? What would you have to pay an expert to go to Washington and testify at a congressional hearing to have your opinions heard?

For most paper merchants, the idea is ludicrous. Not only would the cost be prohibitive, but they would have no idea where to begin.

NPTA started the process for paper merchants many years ago when it became affiliated with the National Association of Wholesaler-Distributors (NAW), headquartered in the Nation's capitol. Since then, paper merchants have benefited from a new perspective on activities in Washington that resulted from the NPTA-NAW connection.

New Lines of Communication

Members of NPTA receive reports on relevent issues in *Management News* and in special mailings. Even these vehicles do not have all the NAW information that is available. For some paper merchants, what they receive through NPTA may be enough. This is not true for all, though.

Currently, all NPTA member companies are enfranchised in the NAW network through a dues payment that NPTA makes annually to its "Washington Parter"—NAW. This amounts to only $2.50 per year for each NPTA member location, reports John J. Buckley, Jr., president of NPTA. The amount, he says, is "hardly much for NAW to work with."

Direct Support Makes a Difference

The leading paper merchants in this country, large and small, have found that they are not satisfied with an arms-length connection to legislative affairs that affect their companies. They have taken a giant step forward toward "making our Federal government work" by supporting NAW directly.

"Financial support for this important work comes primarily from our Individual Firm Members," said newly elected chairman of the board Louis H.T. Dehmlow, who is a chemical distributor. "The revenue from our 120 commodity line associations, like NPTA, accounts for only 4% of our income." Hardly a substantial amount in light of the tasks NAW atempts to perform on behalf of the wholesaling industry."

The life-blood of NAW's efforts are financed by its Individual Firm Members. There are more than 4,000 such companies at present that have made a committment to keeping the Washington atmosphere conducive to wholesale distribution.

To Find Out More

For more information on any program offered by NAW, or jointly by NPTA and NAW, use the free response card enclosed in this issue of *MN* for more details. Or, you can call Leo Fitzgerald, vice president of the NAW Membership Department at 202-872-0885, or NPTA at 516-829-3070. More hands lighten the load.

1986 Quarterly Performance Results Compiled

Who did better—industrial or printing paper merchants?

The Association recently completed its first full year of Quarterly Business Conditions Report (QBCR) surveys, mailing 4th Quarter, 1986 reports to participating members (only) in mid-February. The 160 or so merchant locations that participated each quarter generated an annual sales volume of $7.37 billion ($5.39 billion printing paper, $1.98 billion industrial paper)—a very representative industry sample.

Ten of the most important financial measures for paper merchants are tracked throughout the year, giving companies a chance to monitor their progress in between annual PAR (Performance Analysis Report) surveys. A quarter-by-quarter breakdown of full-year 1986 performance for the nation as a whole appears in the table below:

On a cumulative, full-year basis, printing paper merchants' *sales growth* was much higher than the industrial group, with volume growing 7.6% for the year. This is compared to a marginal increase of only 2.3% for industrial paper.

In printing paper, the year started out slow and improved throughout the year to a 12% gain in 4th quarter sales over 1985 levels.

Warehouse Gross Trading Margins, for both printing and industrial paper groups, stood at about 22.5% throughout the year. Indirect margins were slightly higher for industrial merchants, standing at 22.3% by the 4th quarter, versus 20.1% for printing paper. Historically, direct gross trading margins for industrial merchants run about double the printing paper figure. This was the case with QBCR results. Direct margins stood at 13% by the 4th quarter, compared to 6.4% for printing paper. For both types of merchants, the best direct margins were posted during the 1st quarter of the year.

As for *Operating Expense Control*, printing paper merchants seem to do a better job. Operating expenses for these merchants represented 81.1% of gross profits by the 4th quarter (very close to the 1985 PAR average of 83.5%). Expenses were cut between the 1st and 3rd quarters of 1986 for industrial merchants, but jumped to 100.4% by the end of the year.

Pre-tax Profitability ran higher for

Continued on page 37

QUARTERLY BUSINESS CONDITIONS REPORT RESULTS—1986 PERFORMANCE

TOTAL UNITED STATES AVERAGES

	Individual Quarters — Printing Paper					Individual Quarters — Industrial Paper				
Financial Measure	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Cumulative Full Year	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Cumulative Full Year
Percent Sales Increase vs. 1985 (%)	+2.5	+6.3	+9.8	+12.0	+7.6	+1.1	+2.2	+1.8	+5.1	+2.3
Warehouse Gross Trading Margin (%)	22.7	22.7	22.0	23.1	22.5	22.0	22.1	22.5	22.8	22.2
Indirect Gross Trading Margin (%)	20.2	18.9	18.7	20.1	18.9	21.7	21.6	22.2	22.3	21.7
Direct Gross Trading Margin (%)	7.8	6.1	6.2	6.4	6.3	13.2	12.9	12.6	13.0	12.9
Total Operating Expenses As % Gross Profit (%)	86.0	83.9	83.7	81.1	84.0	97.2	97.6	94.0	100.4	99.7
Pre-Tax Profit As % Net Sales (%)	1.1	1.0	1.6	0.9	1.1	0.3	0.7	0.9	0.9	0.5
Inventory Turnover (Times Per Year)	5.2	5.2	5.7	5.2	5.4	6.0	6.4	6.6	6.4	6.3
Turn & Earn Index	118.0	118.0	125.4	120.1	110.2	132.0	141.4	148.5	145.9	122.1
Receivables Turnover (Days)	41.6	40.9	44.4	42.5	42.8	41.2	35.9	39.4	39.8	39.2
Average Warehouse Order Size ($)	$351	$349	$368	$336	$347	$287	$269	$273	$272	$261

SOURCE: NPTA Quarterly Business Conditions Report Surveys, Monthly Paper Merchant Sales Report

3rd Qtr. 1986 Accounts Receivable Performance: Paper Merchants vs. U.S.

Every several months, NPTA publishes information concerning accounts receivable trends, as measured by TRW's Information Services Division—"Business Payment Indexes." Receivables indexes were last covered in the December, 1986 issue of *MN*, and this article is an update. Third Quarter 1986 data has just been published and is presented in the table below, along with 1985 data.

As the table shows, the percent of receivables classified as "current" for paper distributors fell to 67% from the second to third quarter. This worsening parallels *national* performance, where current accounts slipped to 76.5% on a seasonally adjusted basis. For "All Wholesale Trade," however, current accounts improved sharply, from 61% to 70.7% between the second and third quarters. According to TRW, "This (national) drop is the second in a row and makes it highly unlikely that the year will average 78%, as we had hoped six months ago. Unless economic conditions improve significantly or we see another downward ratchet of interest rates, U.S. business appears to have gone as far as it can go to improve its bill-paying performance." TRW further reported that overdue payments increased in the third quarter, with national payments 1–60 days past due up to 17.6%. This is still quite good in comparison to the past six years, however. For paper distributors, this figure was much higher, rising from 24.8% to 26%.

The TRW Business Payment Index was a good indicator of economic conditions in 1986. TRW expects to see a slowing of the economy in the third quarter, with an interesting facet of the economy that growth is slow but the level of activity is not all that bad. "The economies of the world have been through severe and multiple shocks in the last decade or so; perhaps a few years of somewhat below par but nevertheless improving economic conditions are needed for the system to settle down."

NPTA's monthly Paper Merchant Sales Report also tracks receivables activity. At the beginning of the third quarter (July, 1986), days of receivables outstanding were 37 for industrial paper merchants and 43 for printing paper. By the end of the quarter (September, 1986) this figure slipped to 39 days for industrial and improved to 38 days for printing.

Sources of Expansion Capital—Be Careful of Use!

The Independent Business Institute of Akron, OH has available Report No. 627—Money Sources, that highlights sources of growth capital, and what to be wary of for each.

In a recent press release the Institute reported that troubled times spell opportunity for business owners who want to grow. "When the economy is tight, many customers will shop for better prices and service. Customer-supplier loyalties are weakened and marketing efforts which stress price, service, quality, customized services, better ideas or greater reliability are more effective than in good times when customers are too complacent to be jarred out of their routine." Companies can use this period to grow—faster than during "good" times.

But, this growth requires money to invest. Despite what people have heard about how tough it is to *raise* money, it is easier to raise it than to *manage it* profitably and to pay it back. It is also very easy for a business to grow too fast. For most companies, any growth rate beyond 10% in real (inflation subtracted) terms is dangerous. For paper merchants, who typically carry 49% of their assets in accounts receivable, a firm could easily outpace its capital.

Three basic kinds of capital are available: equity, debt and combinations.

Sources of Equity Funds

- For a *proprietorship*: investor/partner (friend, relative, customer, pure investor).
- For a *corporation*: selling your stock, floating new stock issues.

Sources of Debt Financing

- Low-interest loans: relatives, suppliers, customers, employees, etc.
- Moderate-interest loans: same as above, higher interest.
- Current-interest loans: bank unsecured notes, secured loans—against buildings, equipment, other fixed assets—slow, expensive, hard to get; factoring or selling accounts receivable is better.

Combination of Debt/Equity

- A lender who wants "a piece of the action." Avoid this type if at all possible.

To get your loan, tell the loan officer about your business and yourself. Give him three years' financial statements and your most recent monthly or quarterly. Invite him to your business. Tell him what the loan is for, what his collateral will be and how it will be repaid. Tell him your emergency plans.

To obtain this report (Report No. 627—Money Sources), send $2 to The Independent Business Institute, Box 159, Akron, OH 44309.

Accounts Receivable—In Percents Paper Distributors

		1986			1985			
		1st Qtr.	2nd Qtr.	3rd Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	Current	66.0	67.8	67.0	65.1	66.9	68.5	68.8
	1–30 days	19.8	18.6	20.0	21.4	19.9	19.1	18.8
Past Due	31–60	7.2	6.2	6.0	7.6	6.5	6.3	6.2
	61–90	2.7	2.7	2.8	2.4	2.5	2.0	2.3
	90 +	4.4	4.7	4.2	3.5	4.3	4.2	3.9

Paper Merchants Have a Crystal Ball

Speaking about the future, the famous management theorist Peter Drucker said, "No one can plan for what doesn't exist yet. All one can do is encourage it or discourage it." Paper merchants have a brand new report that is very encouraging.

Paper merchants have a new crystal ball to look into that presents industry expectations for the next 3–5 years. It is titled *New Strategies for Growth: Paper Distributor Plans for the Future*. The report has just been published by the Paper And Plastics Education Research (PAPER) Foundation, and is available through the NPTA Communications Department.

The *New Strategies* report follows Peter Drucker's advice regarding the "encouragement" of the future, but asks the question: Is a new day dawning for paper merchants—or is the sun setting?

Denis Healy, the report's author, says that "those who grasp the implications of change and capitalize on the opportunities facing them are able to influence—if not create—their own futures by implementing effective growth and market coverage strategies." What are the most important strategies? Gaze into *New Strategies for Growth.*

The Single Most Important Task

The challenges facing paper distribution are many. As the paper merchant looks toward the 1990s, the picture is clouded with many concerns. According to the *New Strategies* report, it is without question that in the years ahead, merchants will be challenged as never before. Their technical, managerial and marketing skills must be honed.

"Responding effectively to these demands is the single most important task facing the industry as it moves into the 1990s." The entire merchant system is changing in a fundamental way. It is becoming far more market-oriented and efficient as a distribution system. Those who can recognize and respond to these changes will count themselves among the successful companies of the next decade. The *New Strategies* report helps paper merchants crystallize their possibilities.

Much New Information

The new PAPER Foundation report contains information and perspectives on the future of paper distribution that has not been seen before. Based on surveys of 200 senior paper distribution industry executives, plus discussions with over 60 leading mills and converters, *New Strategies for Growth* tackles the next 3–5 year period for the industry as never before. The report, with over 100 pages of documentation, reviews the future through a topical, easy-to-digest method.

It is divided into three sections: "Industry Trends," "Merchants' Responses to Trends" and "Preparing for the 1990s." The first section separates trends into those being exhibited by customers, mill converters, competitive trends among all groups and paper marketing and distribution trends.

The section on merchant responses to these trends looks at a variety of growth strategies, strategic decisions, marketing approaches and service. In the last section on preparing for the 1990s, author Healy profiles the "marketing-oriented" paper merchant of tomorrow and emphasizes the important value that lies in planning.

For More Information

The PAPER Foundation's report *New Strategies for Growth: Paper Distributor Plans for the Future* may be obtained through the NPTA Communications Department at 516-829-3070 or by using the order card enclosed in this issue.

Want to Save Money on Car Rentals?—Ask NPTA

For business or pleasure, car rentals can be less expensive if paper distributor members take advantage of a Hertz discount offered through NPTA. This nationwide program is a result of the National Association of Wholesaler-Distributors action with Hertz to gain paper merchants (and other wholesaler members of NAW) this preferred status. This national program grew 35% during 1986.

The Program

All NPTA members have a Hertz card that identifies them as being part of the NPTA/NAW discount program. (If, for some reason, you do not have a card or have lost it, call NPTA to obtain another one.) The program brings lower rates, but varies a bit in some cities and is not applicable in Alaska.

For the majority of the country, though, discounts are significant. The following is a listing of Nationwide Flat Rates available to NPTA members.

For a few other cities, there are slightly higher charges. The rates are $5.00 per day more in Boston, Chicago, Hartford, Philadelphia, Pittsburgh, and Washington, D.C., as well as at the airports serving those cities.

The flat rates are $8.00 higher in New York City and at its airports, and are not available there on weekends or holidays.

Generally, these discounts are 10% on all classes of cars with few exceptions.

More Information

For details beyond those given above, contact the NPTA headquarters office.

Next Month . . .

Don't miss the May issue of *MN*. All the Convention registration materials, hotel and Special Events ticket order forms will be contained in this unique "Pre-Convention" edition of NPTA *Management News* magazine.

Watch for it! There will be some surprises and lots of planning information that will help make your 1987 Convention experience one to remember.

Major Paper Mills Announce 1986 Sales and Earnings

An overview of year-end figures, as reported in the annual reports from eight top producers, lends encouragement to the outlook for 1987.

On examining the 1986 business reports from companies such as Georgia-Pacific, Great Northern Nekoosa and Scott, one is reminded of the recurring line of a popular Frank Sinatra song: "It was a very good year." All of the companies reported increased sales figures (though not all could claim an increase in net earnings). In the summaries that follow, the emphasis will be on that part of the reports that deal with paper and related products, rather than on sections of the reports that deal with such things as chemicals or building products.

Champion International Corporation

Even though net sales dropped from $5.8 billion in 1985 to $4.4 billion in 1986, Champion's net income was about $201 million compared to $163 million in 1985. The drop in net sales was attributed primarily to the sale of most of the company's packaging operations to Stone Container Corporation last February. The paper part of Champion's business dropped slightly to $397 million from the previous year's $401 million level with 4th quarter results showing renewed strength.

There were backlogs on uncoated grades throughout the year, while there was a slightly better volume of sales of coated free sheet grades. The newly converted Pensacola, FL mill started production of uncoated paper at the end of December.

Profits in the company's publication papers business remained good. Production was curtailed from time-to-time during the first half of the year, but business was better than expected toward the end of the year.

Champion reorganized its management and business units effective July 1, 1986 as part of a system-wide cost-cutting effort. Chairman and CEO Andrew C. Sigler stated, "Far-reaching productivity improvement programs are under way at all our locations," adding that "it might take two or three years before all results are visible."

Georgia-Pacific

After more than a year of sluggish demand in their pulp and paper business, Georgia-Pacific came back strongly in 1986. Their pulp and paper earnings rose to $146 million—five times the 1985 total of $29 million! T. Marshall Hahn, Jr., chairman and CEO attributed the "dramatic comeback in 1986" to the "lower level of the U.S. dollar in world markets as well as to timely upgrading and modernization of mills and equipment."

Including Georgia-Pacific's building products segment, G-P's sales for 1986 hit an all-time record of $7.2 billion. Mr. Hahn anticipates continued good performances from commodity grades such as linerboard, pulp and uncoated freesheet paper in 1987.

Great Northern Nekoosa Corporation

Aided by an all-time record 4th quarter net income of $37.1 million on sales of $534.8 million, Great Northern Nekoosa enjoyed a net income for 1986 that was 84.6% higher than 1985's. Net income would have been still higher except for a one-time charge, reported in the 2nd quarter, covering the costs of reducing operations and implementing productivity improvement programs at the company's Maine facilities. Increases in shipments of market pulp, containerboard and business papers more than offset decreases in newsprint and groundwood printing papers.

According to chairman William R. Laidig, cost reduction programs will continue while export and domestic demand for the company's products are expected to remain strong. He predicted another good year in 1987.

Louisiana-Pacific

Record sales and significantly higher earnings in 1986 were reported by Louisiana-Pacific. Sales reached $1.5 billion, a 22% increase over 1985's figure of $1.26 billion. The company earned $64.9 million in 1986. Harry A. Merlo, chairman and president of L-P noted that the company had engaged in "aggressive cost control" and had seen "a dramatic turnaround in our pulp and paperboard segment during 1986." This was attributed, in part, to favorable monetary exchange rates.

The acquisition of the Zellerbach Paper Group and Ampad should keep 1987 earnings strong for Mead.

Louisiana-Pacific reported an extraordinary gain of $123 million in the 4th quarter (not included in the earnings figure above). This resulted from the reversal of previously provided income taxes on the estimated payment from the U.S. government for timberland taken from L-P in 1978 to expand Redwood National Park. The purchase of Kirby Forest Industries from Santa Fe Southern Pacific Corporation in December qualifies as "replacement property" under IRS regulations, thus reducing L-P's tax liability on what the government paid L-P for their lost timberland.

Mead Corporation

Sales for 1986 increased 17% to a record $3.2 billion compared to the 1985 figure of $2.7 billion—but several one-time adjustments cut Mead's net earnings to $36.3 million compared to 1985 net earnings of $93.5 million. Operations earnings for 1986 hit $109.3 million (up from the 1985 figure of $96.7 million).

Despite the fact that most of the one-time adjustments occured in the 4th quarter, resulting in a net loss for the quarter of $46.2 million, actual 4th quarter sales were up 46% over the same quarter in 1985. Burnell R. Roberts, chairman and CEO, noted, "It's clear from 4th quarter operating results that we are experiencing growing strength in our markets and operations." All of Mead's products were in strong demand, and it was noted that pulp producer inventories in North America and Scandinavia dropped in December to their lowest level since mid-1980. Sales of coated board and bleached board set new records in 1986. Linerboard remained on allocation to customers throughout the 4th quarter and is sold out through the first half of 1987.

Mead Merchants, a distribution business, increased earnings more than 40% over 1985, thanks to greatly increased sales of printing papers.

Roberts pointed out that Mead is "operating at record production rates" at most of the company's paper, paperboard and pulp mills. He also said that the acquisition of Zellerbach Paper Group and Ampad Corporation should help keep 1987 earnings very strong.

Pentair, Inc.

D. Eugene Nugent, chairman and CEO of Pentair, said that Pentair's "paper subsidiaries produced and sold record volumes of paper." He added, however, that "overall 1986 performance fell short of our expectations and goals," though "the 4th quarter performance exceeded targeted levels."

While Pentair had a 17% increase in annual net sales to $623.9 million, net income declined to $15.2 million compared to the 1985 figure of $20.1 million. Pentair, in addition to its paper business, is parent company to (among others) Porter-Cable and Delta International power tools, and it was the electric tools, machinery and industrial products part of Pentair's business that provided the sales gain.

A strengthening in the market for uncoated paper produced by facilities in Miami, Flambeau and Port Huron was noted. Lake Superior Paper Industries, a joint venture of Pentair and Minnesota Power, is under construction. The project is on schedule and paper manufacturing is expected to begin in late 1987.

Scott Paper Company

For the third year in a row, Scott Paper set a new record for sales and operating income in 1986. Sales grew 13% to $3.4 billion, while operating income increased 24% to $368.4 million. Unfortunately, the combination of a nine-week strike at Scott's Mobile, AL facility and the retroactive provisions of the Tax Reform Act of 1986 raised expenses about $35 million, causing net income for the year to slip to $186.5 million from the $201.1 million mark reached in 1985.

Philip E. Lippincott, Scott's chairman and CEO, pointed out that the company's record-setting pace was "indicative of the strength of our worldwide sanitary paper products and our U.S. printing and publishing paper businesses." Scott is the world's leading manufacturer and marketer of sanitary tissue paper products, with operations in 18 countries. It has registered improvements in sales and operating income each year since 1981.

Outside the U.S., Scott's sanitary paper products subsidiaries in Europe, Taiwan, Singapore and Malaysia nearly doubled their earnings, due, in part, to the weaker dollar. The only soft spot was Mexico, where the company's earnings were $32.7 million lower than in 1985.

Sales of Scott's printing and publishing paper subsidiary, the S.D. Warren Company, were up 9% over 1985 to a record $921.2 million, despite the impact of the Mobile strike.

Union Camp Corporation

With sales up 10% over 1985 and surpassing $2 billion for the first time, Union Camp registered a 36% increase in earnings to just under $130 million. Commenting on the results,

Gene Cartledge, chairman and CEO, said, "In 1986, paper products shipments increased 14% over the past year to a record 2.66 million tons. Much of this increase came from linerboard, as export shipments surged in response to a weaker dollar and domestic demand continued its steady growth." The company's kraft paper and board mills operated at capacity during the year.

Demand continued to grow in Union Camp's printing and writing paper business, as well. The company was able to meet the demand thanks to their new mill in Eastover, SC.

Mr. Cartledge expects "continued strong demand and high operating rates" in Union Camp's business during 1987.

Conclusion

Because this was meant to be a look at total results for 1986, and 4th quarter figures were not given too much emphasis, it should be pointed out that much of the increase in business did take place in the 4th quarter. Even when adverse factors (such as provisions of the new tax law) reduced 4th quarter net earnings, sales and operating earnings surged for the quarter. Overseas operations were helped by the weaker dollar, but domestic sales also showed dramatic increases toward year's end. The companies have all been engaged in major cost-cutting efforts which have helped improve net income levels. These economy measures are an on-going process, which will continue to have a beneficial impact on future earnings. Without exception, all of the companies discussed above expect that 1987 business levels will continue to build on the strong demand that was in evidence as 1986 drew to a close.

It should be pointed out that much of the increase in business did take place in the 4th quarter.

MANAGEMENT INFORMATION/CONTINUED

printing paper firms, between 0.9% and 1.6% of net sales, while it ranged from 0.3% to 0.9% of net sales for industrial paper firms. QBCR pre-tax profits come out substantially lower than PAR measures because such items as yearly inventory gains (pick-ups) and other income (interest) are not recorded in time to meet filing deadlines, but they *are* included for PAR. *Inventory* was generally turned over a little faster by industrial merchants, and was 6.3 times yearly at year-end 1986, resulting in a higher "turn & earn" index for all quarters. (Turn & earn index = warehouse gross trading margin multiplied by inventory turnover. It is a more comprehensive, integrated measure of profitability and operational efficiency.)

For *Receivables Management*, industrial merchants collected their accounts 2.7 days faster, on average, than printing paper firms, 39.8 days vs. 42.5 days by year-end. These figures are very close to 1985 PAR averages of 38.9 days and 44.4 days. By comparison, the industrial and printing "days of receivables outstanding" as of the December, 1986 NPTA sales report were 40 days and 41 days, respectively.

There were significant *regional* variations from these U.S. averages. For example, for cumulative full-year 1986 performance through the 4th quarter...

For *Printing* Paper:

- Region 8 firms' sales increase was +14.6%, while Region 7 firms' was only +0.6%.
- Region 3's direct gross trading margin was higher than the U.S., at 10.7%.

For *Industrial* Paper:

- Region 3 firms' sales increase was +6.8%, while Region 7 came in at −6.0%.
- Region 1 had much higher direct gross trading margins at 17.1%, and lower operating expenses at 80.7% of gross profits.

NOTE: For definition of states included in each region, see page 38.

You could have seen all these regional differences, plus *your own company's* results and *your rank* within the printing, industrial or dual group—*if* you had participated during 1986. You could have tracked your performance throughout 1986, comparing yourself to your competitors and the industry as a whole.

What are you waiting for? The one-page survey form, filled out only once every three months, is well worth the return on your invested time. QBCR reports are totally FREE of cost and completely confidential, processed in-house by NPTA. Call the Research Department today for information. The 1st Quarter 1987 survey forms were mailed to members on March 30th, and *the filing deadline is April 30th*. Get yours in today.

- *You can* phone *in your figures or send them via* facsimile *machine. For FAX (24 hours a day), call 516-829-3074.*

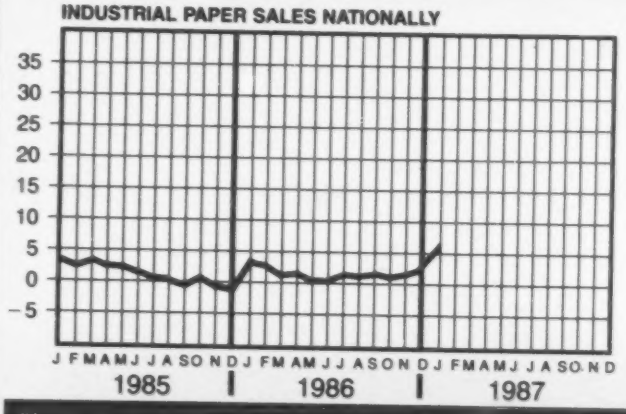
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

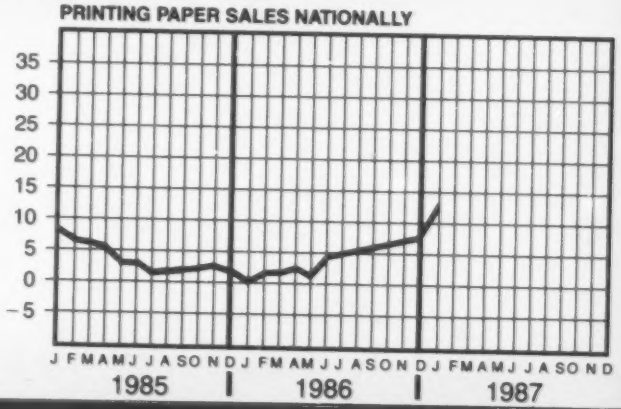
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



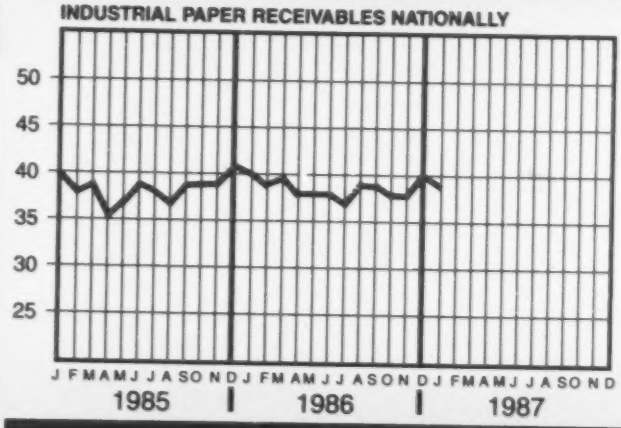
PRINTING PAPER SALES NATIONALLY



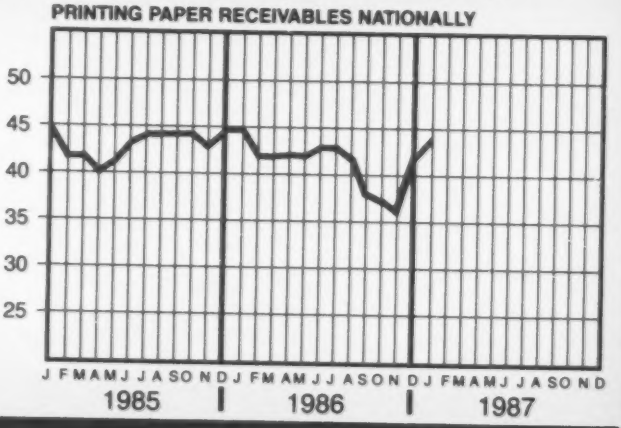
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



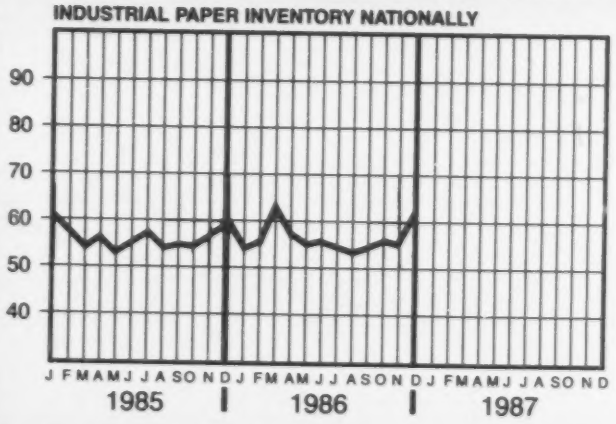
PRINTING PAPER RECEIVABLES NATIONALLY



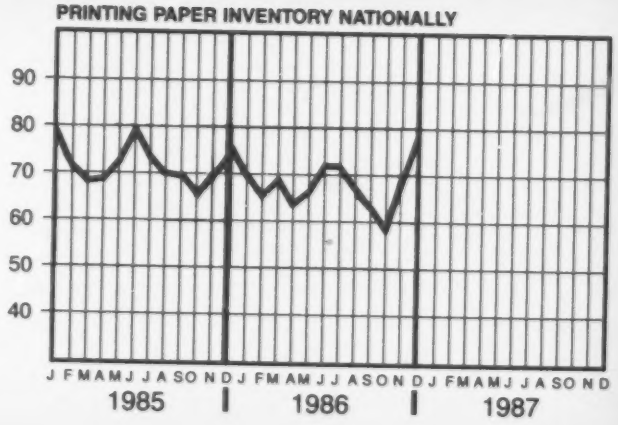
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

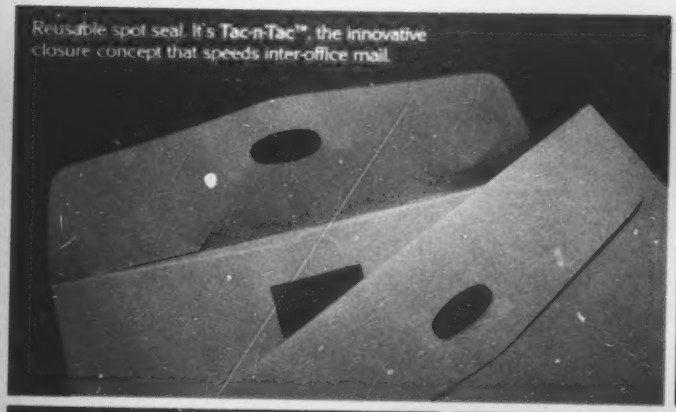
INDUSTRIAL PAPER INVENTORY NATIONALLY



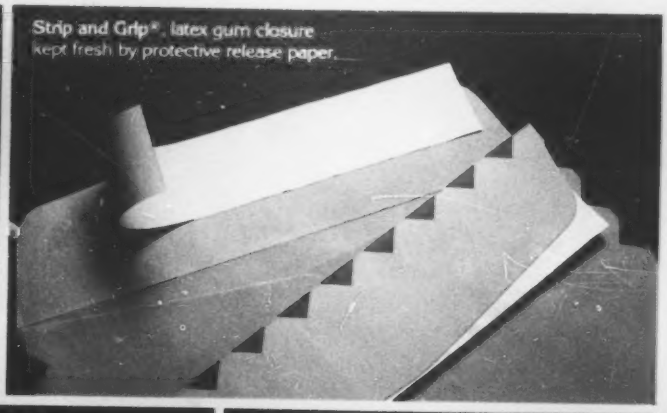
PRINTING PAPER INVENTORY NATIONALLY



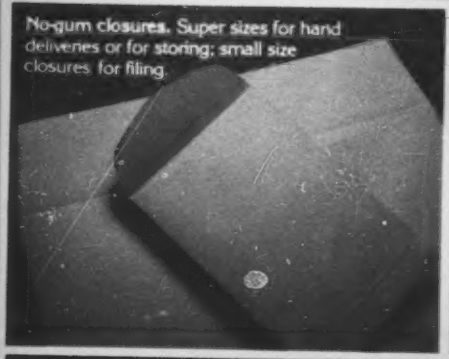
Who but National Envelope offers you so many closures?



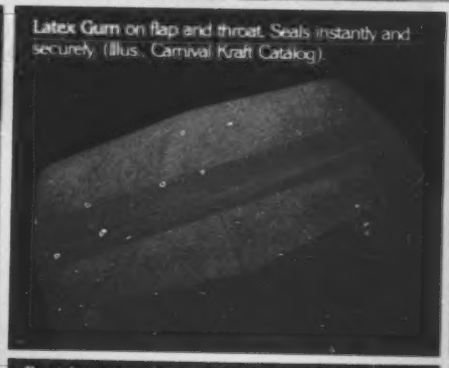
Reusable spot seal. It's **Tac-n-Tac™**, the innovative closure concept that speeds inter-office mail.



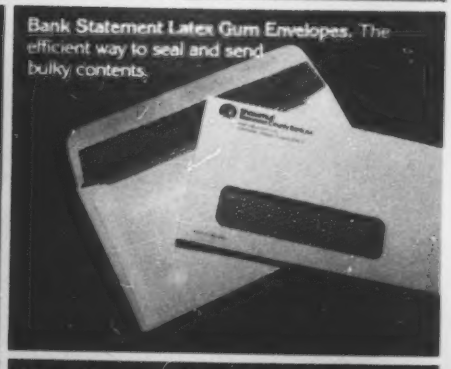
Strip and Grip®, latex gum closure kept fresh by protective release paper.



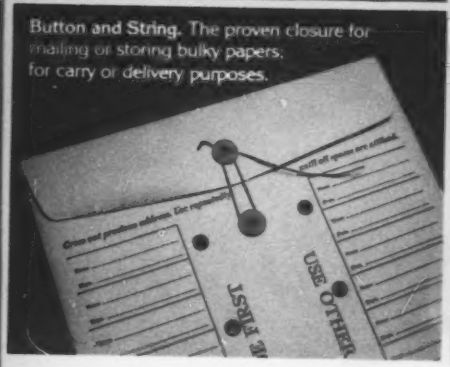
No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.



Latex Gum on flap and throat. Seals instantly and securely. (Illus., Carnival Kraft Catalog)



Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



Button and String. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.

Dextrine gum closure. The universal closure available in any style and size envelope under the sun.

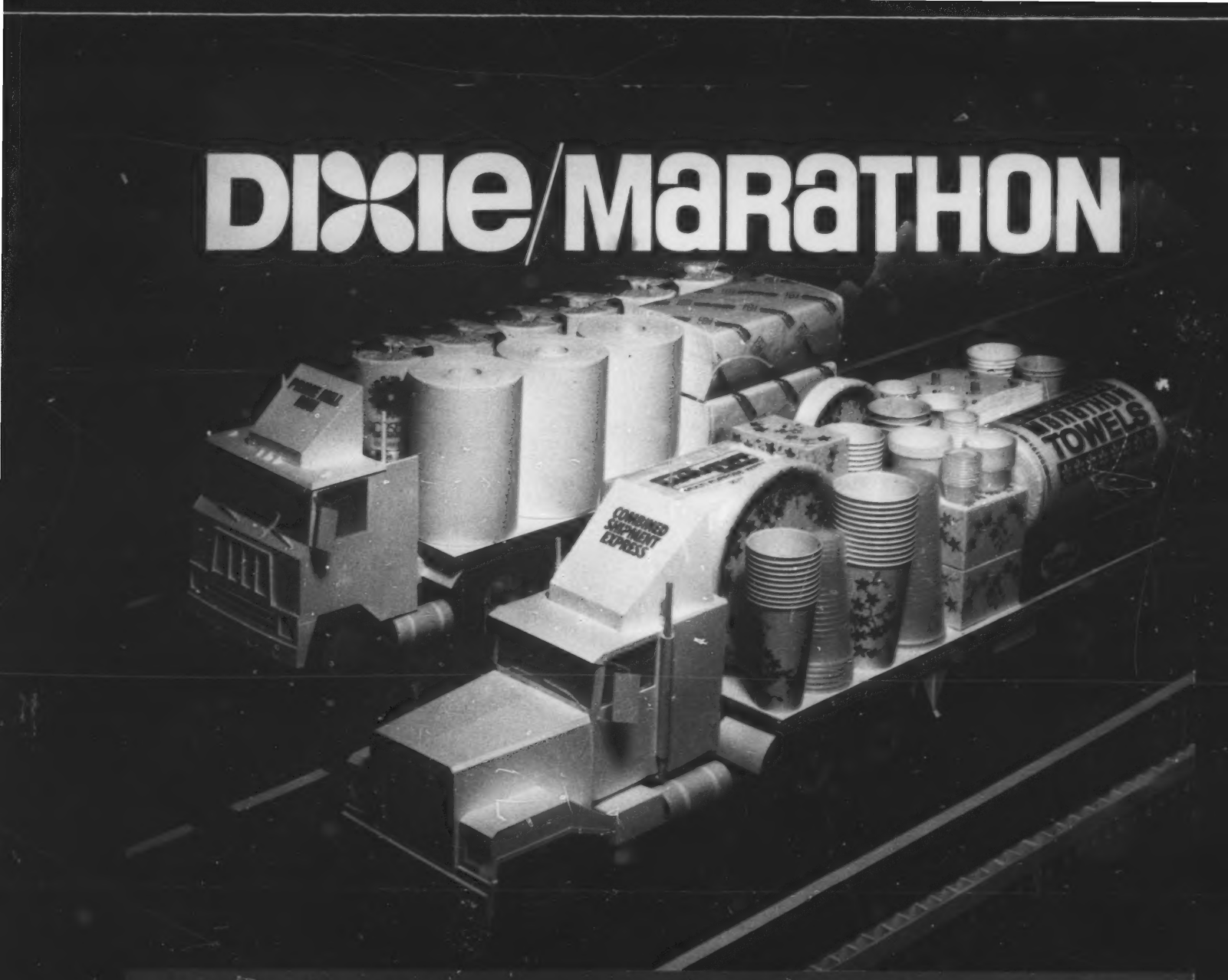
Clasp. The proven closure for mailing or storing bulky papers; for carry or delivery purposes.

Grow with National

The New York / National Envelope Group:

New York Envelope Corp., Long Island City, NY, 11101, 718 / 786-0300, 800 / 221-9551.
Envelope Convertors, Inc., Brooklyn, NY, 11237, 718 / 386-6000, 800 / 221-0605.
Champion Envelope Corp., Union, NJ, 07083, 201 / 353-8100, 800 / 526-6829.
National Envelope Corp., Worcester, MA, 01607, Box 1728, 617 / 798-8711.
Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
Lenexa, KS, 66215, 913 / 888-3282, 800 / 255-6288.
Vinita Park (St. Louis), MO, 63114, 314 / 423-6700,
800 / 325-0002.

DIXIE/MARATHON



OUR FLEXIBLE SHIPPING SYSTEM DELIVERS MORE PROFIT.

With Dixie/Marathon, you can pick and choose the way you want product delivered. Whatever helps you turn your inventory more profitably.

Would a mixed order of foodservice and sanitary items give you faster turns? OK. We'll send it all at once in a combined shipment system.

Or maybe a large shipment, straight from the mill, is what you want.

Either way, you have a supplier prepared to respond to your needs, on time, every time. And you have the industry's broadest line of disposables to choose from.

What you want, where you want it, all at once. Nobody works harder to help you turn your inventory more profitably. See your Dixie/Marathon representative for details.

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NPTA MANAGEMENT NEWS

MN

MAY 1987

Unwrap The 1987 NPTA Annual Convention & Exposition

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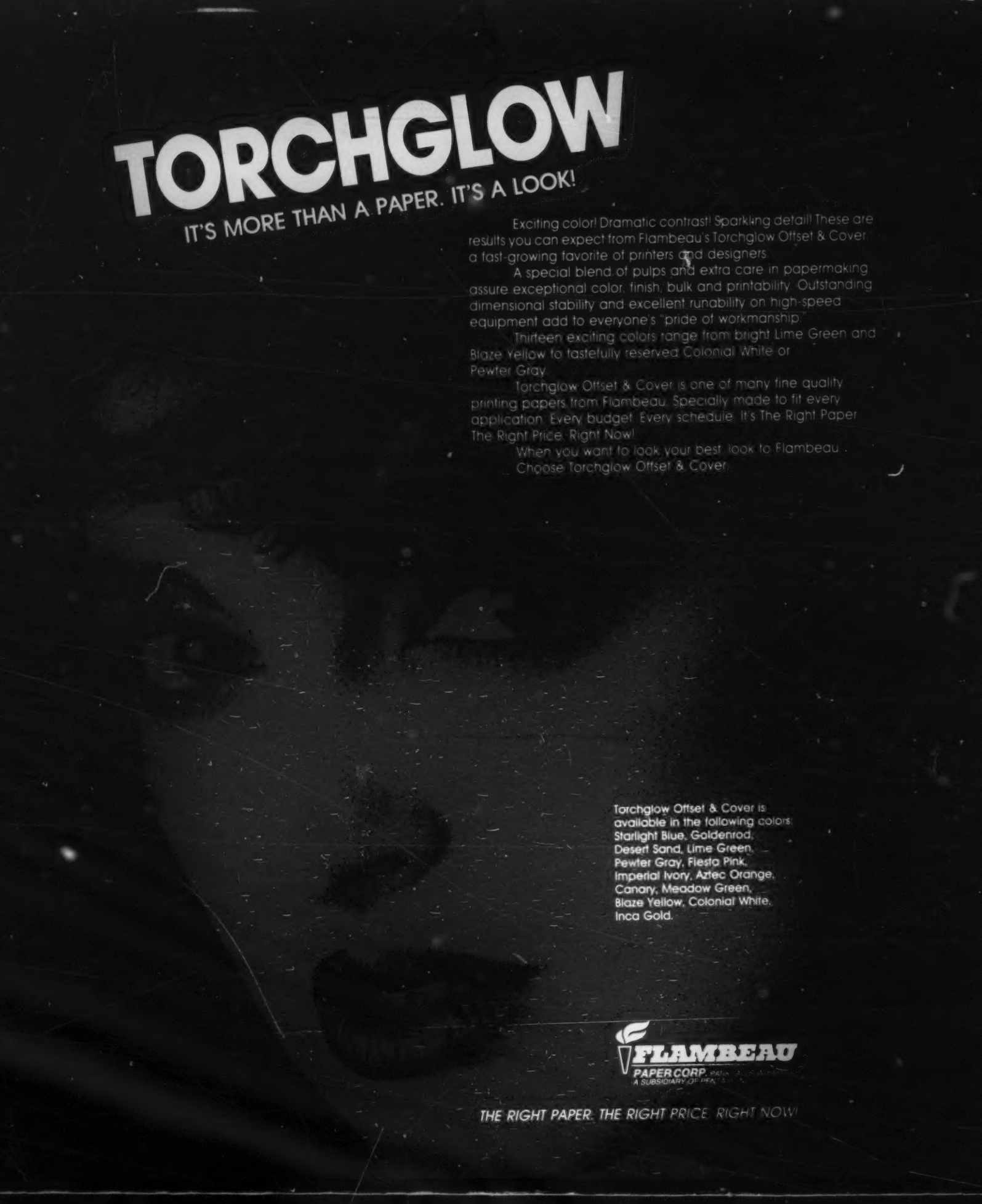
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The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

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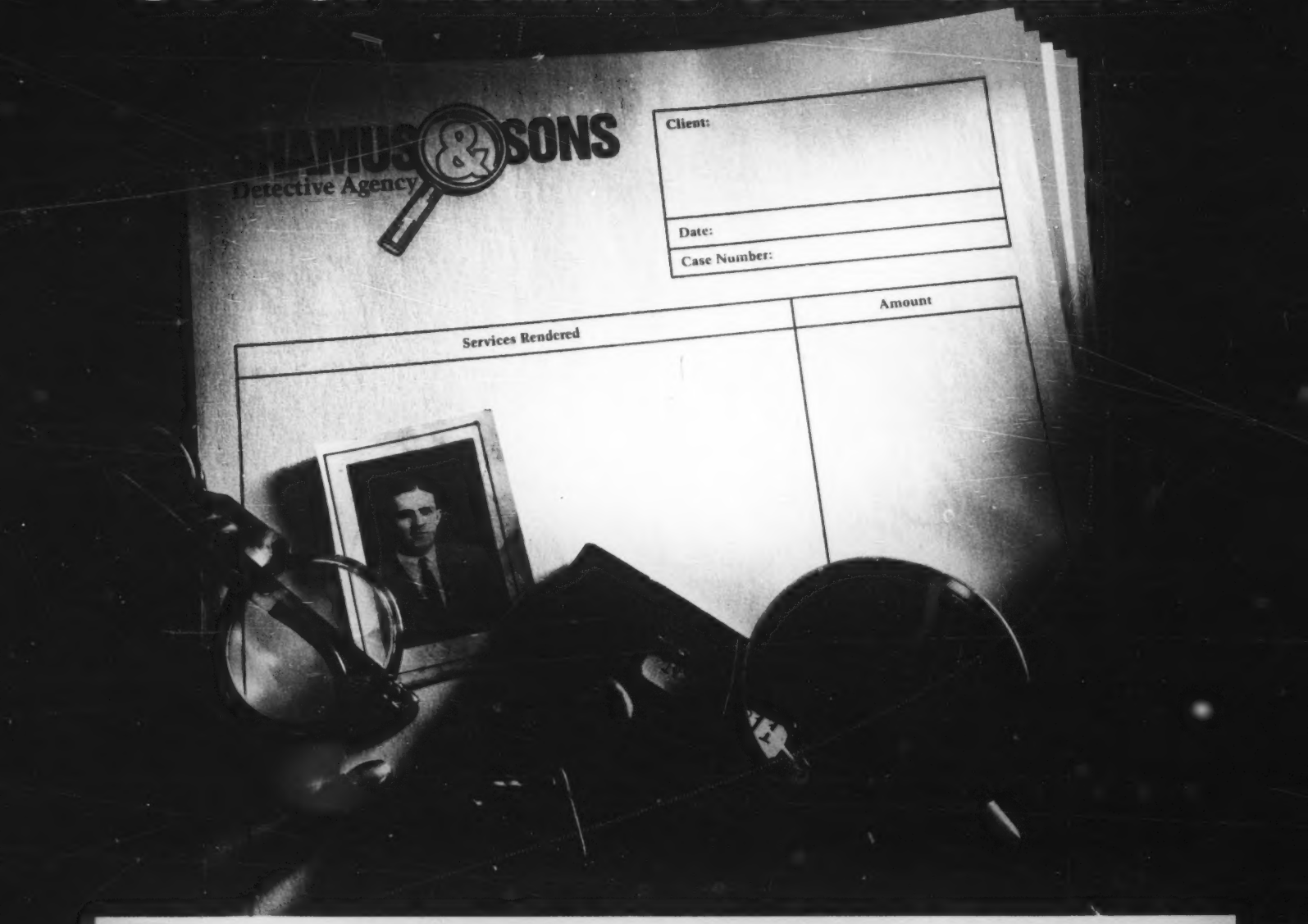

It's a crime, but some printers think there's some deep, dark mystery to running carbonless.

But if you can run bond paper, you can run Mead Carbonless. We guarantee it.

You can count on a trouble-free run with our carbonless. That means no double feeds, jam-ups, tie-ups or foul-ups.

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The secret is consistency. Something you get only by controlling the process from beginning to end.

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This way we can control everything from basis weight and coating to moisture content and porosity. All so you can offer your customers a carbonless form they can trust.

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Because there is no mystery to running carbonless. As long as it's Mead Carbonless.

Mead Carbonless Papers

MN
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by Peter L. Mullins
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57 **The 1987 Convention and Exposition Preview**
This issue of *MN* contains all of the necessary information and registration forms needed to participate in NPTA's 1987 Convention and Paper/Plastics & Allied Products Exposition in Atlanta, GA, September 19–22, 1987. (See registration forms following p. 84.)

60 **1987 Convention Program Focus: Paths to Success**
The major event of the year for paper merchants and their suppliers will focus on "Paper People Paths to Success" this year in Atlanta. All scheduled meetings, registration information and Special Events are listed.

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President Gerald R. Ford, 38th President of the United States, will give the keynote address at the Chairman's Luncheon on Monday, September 21, 1987.

67 **Record Exposition Expected in Atlanta This Fall**
Coming on the heels of a record-breaking show in Boston, this Fall's Exposition will be even bigger—drawing over 7,000 industry leaders.

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Four days of exciting activities will keep Convention spouses busy around town and the surrounding countryside.

78 **Atlanta: A Busy Atmosphere/Southern Charm**
Atlanta, GA is the perfect setting for NPTA's Fall Convention at the perfect time of year. (A map of the Convention area is included).

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COVER PHOTO: Richard Chesnut

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

The Praise is Much Appreciated

I want to compliment you and your staff on the vast improvement of the NPTA *Management News* magazine. The articles are quite timely and very informative. I feel it is the best magazine that is published by any business association.

Again, thanks for a job well done!

Mike Williams, president
Associated Paper, Inc.
Conyers, GA

Editor's Note: It is certainly nice to get letters such as these, but everything can't be so right. Let us hear from you!

High Ratings for a Well-Read Issue of *MN*

I would like to confirm that our recipients of the magazine, as well as myself, rate the February issue of *MN* as excellent. The content was educational, helpful and informative and you are to be congratulated!

Since its inception, the magazine continues to improve and there is no question that if you keep on the same track, NPTA *Management News* will be the most informative and read trade publication in the industry, if it's not already.

Keep up the good work!

Terry Pitchford, president
Rolland Distributing Division
Rexdale, Ontario
Canada

Training Without a Full-Time Trainer

One of the key training issues facing small distributors is that of providing effective training and education without the luxury of having a full-time training person available.

An approach that we have successfully used to get around this problem is to use the internal experts in the organization as trainers. This still requires that a person with good organizing and planning skills be available to organize the training needs, help managers set specific objectives and assist managers in scheduling and conducting the seminars.

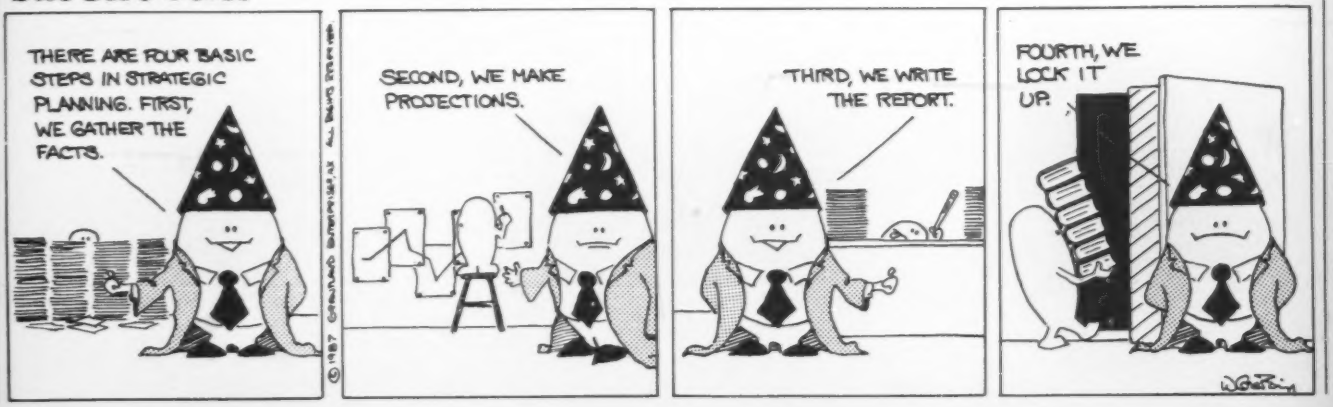
We have built two very effective "Economics of the Business" courses around our administrative managers as trainers. The support person organized the information that we used to run our business, i.e., RONA, E.B.T., expense ratios, etc. The administrative managers then presented their concepts in a one day and two day course using actual case problems from our units. Participants remarked that they preferred this approach since the people conducting the training knew the business and had very high credibility with them.

Compared to past approaches using actual generic courses, we found that much higher post-seminar evaluations were obtained at about one-eighth the cost.

Philip L. Morris, vice president, human resources
Mead Merchants
Dayton, OH

Editor's Note: MN welcomes letters such as these that address a particular issue and seek to provide solutions to problems.

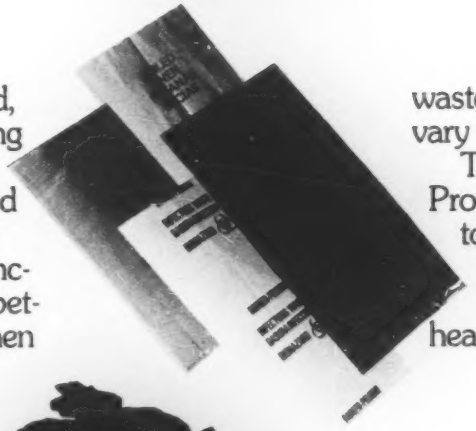
PAPERTOWN™



HERITAGE SHOW-STOPPERS '87

Stop by our booth at the show and see the most diversified range of can liners available.

Improved SUPER-TUFF KART PAK® can liners are made from a special mineral-reinforced thermoplastic for premium strength. Designed to fit utility carts in hospitals, institutions and other healthcare facilities. Also fits most maid and janitorial carts. Improved Easy-Tear perforation allows single bag dispersement, eliminates random usage, pilferage and time consuming folding and counting. Lightweight for easy handling, compact size requires less storage space.



DuraSeal® liners are imprinted, color coded bags for the handling of contaminated waste. Made from a special mineral-reinforced thermoplastic film, individually folded, DuraSeal bags resist puncture and abrasion failure much better than ordinary bags. Even when waste and storage temperatures vary widely.

Their design is special, too. Properly sized gussets in bag bottoms don't leave pressure points that cause other bags to tear. So DuraSeal bags hold up under heavier loads.

With the RIGHT-SACK® SYSTEM of color-coded bags, colors mean sizes. When a full green bag comes out, a new green bag goes in. The system is available in five colors and clear, all individually folded. Five sizes fit any container properly (8, 20, 32, 44, 56 gals). Rated 75lb liquid capacity and 100lb dry capacity according to Federal GSA specifications. *RIGHT SACK'S are guaranteed not to leak!* Nothing else can compare.

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DALLAS ♦ ATLANTA ♦ HOUSTON ♦ CINCINNATI ♦ LOS ANGELES ♦ PHILADELPHIA ♦ NEW ORLEANS

Mead Corp. Plans for the Future Announced

Mead Corporation plans to increase its production of coated natural kraft paperboard while reducing its involvement in corrugated boxmaking. To achieve this goal, Mead's Board of Directors has approved, in principle, actions that would result in the sale of a paperboard mill in Macon, GA which is jointly owned with Temple Inland, Inc.; the sale of 6 of its 14 corrugated container plants; and sale of Brunswick Pulp and Paper Company which is jointly owned with Scott Paper Company.

Mead is currently producing about 400,000 tons of coated kraft paperboard annually, and is operating at full capacity. The company expects to double that capacity, with final decisions to be made by the end of the summer.

Current plans call for Mead and Temple Inland, after the sale of the Macon mill, to each take complete ownership of one of their two remaining mills. Mead would retain the Phenix City, AL mill, while Temple Inland would get the mill in Rome, GA. About 200,000 acres of woodland will be offered with the Macon mill, with Mead and Temple Inland splitting the remaining woodland between them. (This planned division of Georgia Kraft is dependent upon a favorable ruling by the IRS.)

Brunswick Pulp and Paper, a joint venture of Mead and Scott, was built in 1937 and is one of the largest bleached pulp mills in the world. It is backed by about 500,000 acres of woodland. Modernized in recent years, the mill can produce 2,000 tons a day.

Mead does not intend to divulge which of its corrugated container plants will be up for sale until employees and key customers have been notified.

Computerized Routing and Scheduling Program Well Received by Distributors

Roadnet Technologies, Inc., a United Parcel Service Company, recently sold its 100th Distribution Management System program to Henry Lee Company, the largest privately held food distributor in Florida.

Henry Lee is looking forward to cost savings through reduced mileage and reduced overtime, as well as improving customer service and management control. A side benefit of having a computerized routing and scheduling system is the creation of a "no problem" situation if the regular router misses a day of work.

3M to Help Sponsor Olympic Games in 1988

A major international marketing program has been initiated by 3M as a result of its becoming a sponsor of both the 1988 Olympic Winter Games in Calgary, Alberta, Canada and the Summer Games in Seoul, South Korea. The program will link four "official product" categories to the games: pressure-sensitive adhesive tapes, magnetic/optical media, thermal insulation and fabric protectors.

The sponsorship agreement allows 3M to use the five-ring symbol in marketing communications; exclusive right to promote certain product categories as "official products" in most world markets, and 3M as a "Worldwide Sponsor;" and use of marks associated with the Winter and Summer Olympic Games and National Olympic Committees worldwide.

G-P Consolidating Pulp and Paper Operations

The majority of Georgia-Pacific's pulp and paper operations that are presently located in Darien, CT will be moved to Atlanta starting in June, with completion of the move scheduled for late summer. A regional office will be maintained in the Northeast. When completed, pulp and paper operations will have been consolidated in Atlanta, according to Conrad Schweitzer, executive vice president-pulp and paper.

Alabama Paper Mill to be Modernized by Union Camp

Union Camp Corporation is planning to spend $188 million over the next two years to modernize its linerboard mill in Montgomery, AL. Originally constructed

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Effective Financial Management. *Mullins.* $35.	10
2	Branching and Market Coverage. *Healy.* $35.	7
3	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	2
4	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	1
5	Paper & Ink Relationships. *Williams.* $30.	—
6	Fine Paper Catalog. *Grade Finders.* $55.	4
7	Win-Win Telemarketing Program. *S. Michael Zibrun.* $135.	3
8	Automated Inventory Management. *Graham.* $35.	9
9	Paper Merchant's Guide to Personnel Selection and Evaluation. *NPTA.* $85.	6
10	Higher Profits from Day One. *Arthur Andersen.* $250.	5

All publications are available from NPTA

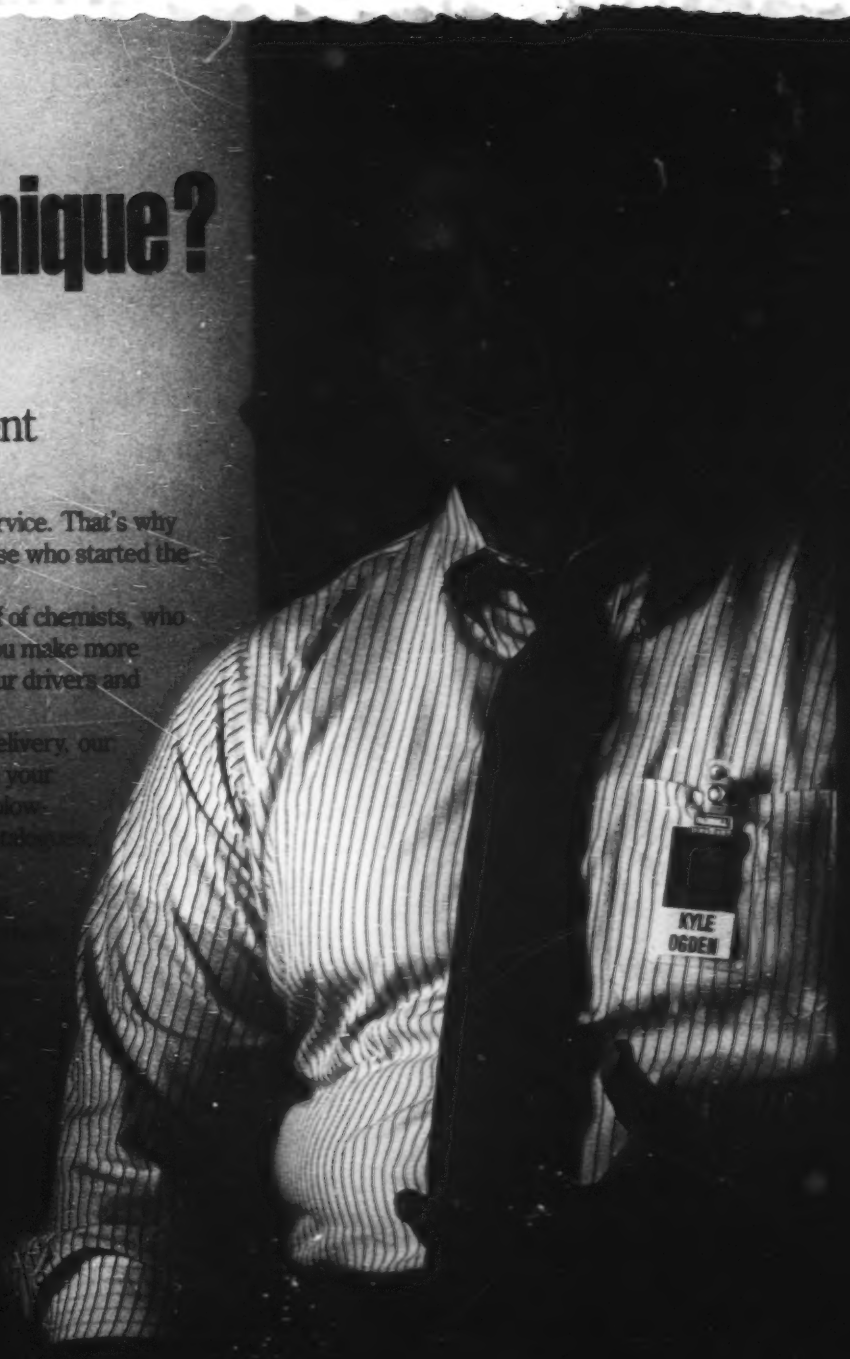
"What makes chemicals unique? Nothing!"

But, Carroll's commitment to you is unique.

Your success and ours depends on service. That's why we are as committed to serving you as those who started the company in 1921.

This commitment starts with our staff of chemists, who constantly improve our products to help you make more money. The commitment continues with our drivers and fleet of modern trucks.

Between product development and delivery, our graphic arts department designs and prints your private labels which are applied to bottles blow-molded in our plant. Our artists develop catalogues, brochures, and videos for your sales force. Meanwhile, our sales team is busy showing your representatives ...



Kyle Ogden, President & CEO

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We know it's tough out there. Always has been. Because, in the away-from-home products industry, you don't build success on empty promises. You give it your best, time after time...or you're history.

A while back, Georgia-Pacific took a good hard look at our place in the business. Frankly, we decided we could do better. We also decided there was only one meaningful way—by doing a better job than ever of satisfying our customers.

The result is a new commitment to quality throughout the Commercial Products & Systems Division—a new spirit of excellence that's reflected in everything we make.

Of course, it all starts with the customers. We're listening and learning more about what they like and what they don't. We know what sells and what doesn't. And we're working hard to fine tune our product lines, keeping the good and improving the rest, to bring you the hardest-working combination of quality, selection

GOT ON PAPER.

and value in the business.

Just as important, we're backing our products with the service you have a right to expect from an industry leader. Call and we'll be there with answers on inventory. Shipping solutions. Tight delivery schedules. Whatever it takes to get the job done.

Plus, Georgia-Pacific is bringing its performance promise to a whole new generation of sales literature, videos, training materials and special sales promotions.

In short, we've come a long way. We're stronger, quicker, better able to meet the needs of today's marketplace...and tomorrow's. And we're going to keep moving. We'll continue to review, adapt and, most of all, listen. Because we want to be the company you—and your customers—look to for quality and service all the way down the line.

Count on it. After all, you've got our word on paper.

Georgia-Pacific

Commercial Products & Systems Division

320 Post Road
Darien, Connecticut 06820

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YOU'VE GOT OUR WORD ON PAPER.™

The Path is Not Always Straight

Houlihan

I chose the 1987 Convention theme for NPTA—*Paper People Paths to Success*—because I wanted to stress the importance of the people in our companies to our ultimate success. There is no denying that our personnel is our most precious resource. Look at it this way, if you are a company president, you're part of that resource just as everyone else is who works for you.

The point is that we are all in this together. Use your talents wisely. Be a good example for the people who work for you. And be success-oriented.

It is important to learn as much as you can about your industry, and encourage your employees to do the same. Educate yourself and others. Be a leader.

What I have written is much easier to say than do. Time pressure and problems seem to get in the way, and our paths to success often take some nasty twists and turns. But, don't let that stop you.

The 1987 NPTA Convention will be a time and a place to collect yourself and review your own "path to success." Use the meetings and special functions at this important annual event to help you refocus yourself on your goals. You may be able to straighten out your path a bit and bring that illusive goal just a little closer.

I hope you will join me in Atlanta. Success may be just a Convention away.

Francis J. Houlihan
NPTA Chairman

in 1967 with a capacity of 800 tons of linerboard per day, expansions in 1977 and 1980 increased the plant's daily capacity to 2,000 tons. The latest project will boost the mill's capacity 20% to 2,400 tons per day.

Cogeneration Plant Planned for Marcal Paper

Plans have been announced for the construction of a cogeneration plant at Marcal Paper Mill's Elmwood Park, NJ site. The plant, which will produce both steam and electricity from a single fuel source will be designed, built and operated by Energy Initiatives, Inc. of Morristown, NJ, a subsidiary of Jersey Central Power and Light Company (JCP&L).

Marcal currently uses up to 20,000 KW of electricity and 200,000 lb/hr of steam in manufacturing and packaging various types of napkins and tissue products. The cogeneration system will be able to produce up to 65,000 KW of electricity in addition to the needed amount of steam, with the excess being sold to JCP&L. Public Service Electric & Gas (PSE&G), the area utility, which will provide the natural gas to fuel the plant, will also transport the excess electrical power to JCP&L.

Construction permits are pending, and it is hoped that construction can begin in the Spring of 1987 with the target date for completion set for January, 1989.

Robert L. Marcalus, Sr., chairman of Marcal Paper Mills, stated, "Cogeneration will substantially reduce Marcal's energy costs, allowing us to maintain the same high quality and low prices for which our products are known."

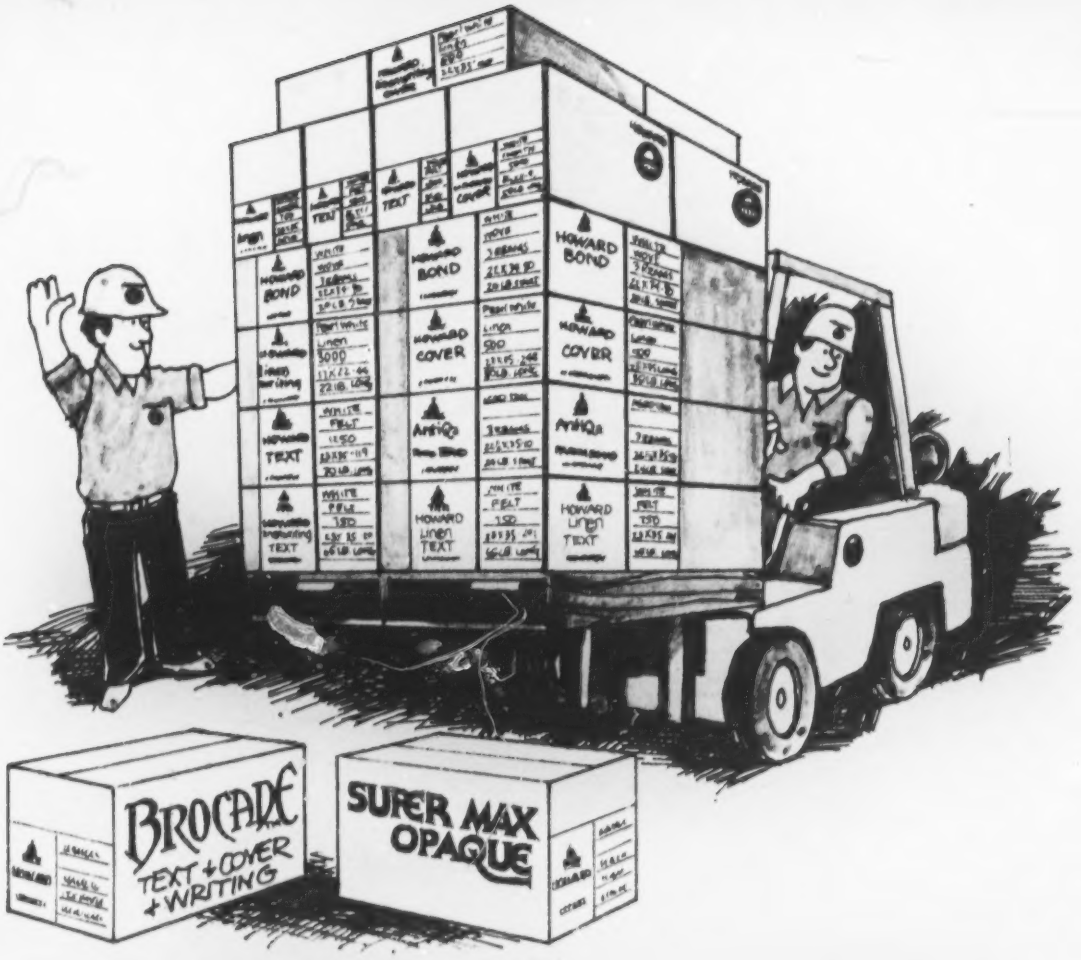
Family Managed Company Marks 75th Anniversary

In 1912 it was a one-man horse-and-wagon operation in Manhattan. Today, 75 years later, Cross Siclare/New York, Inc. is located on Staten Island, where it has vast paper inventories and the equipment to convert mill rolls to press rolls and press-size sheets—and is still under family management.

To mark its 75th anniversary, the company has adopted a new logo based on the the theme: "75 and growing up!" It will be used in advertising and promotion, and placed on skid wrappers, cartons, stationery and trucks.

Record Contribution to Employee Stock Trust

Leslie Paper, headquartered in Minneapolis, has made a record annual contribution to its Employee Stock Ownership Trust (ESOT), placing over $1 million in company common stock in the accounts of 216 eligible employees. All non-union Leslie employees who are at least 21 years of age, have worked for the company for one full year and continue



"THE MARKET MAKER" ADDS TWO NEW ONES.

The already large line of papers made by Howard for you to sell has now been broadened by two new grades. Recently Howard announced the availability of Brocade Laid Text, Cover and Writing in 5 colors and two whites. In 70 Lb. Text, 65 Lb. Cover and Sub. 22 Writing. Also new Super Maxopaque for even brighter lightweight opacity. This really gives you a complete Howard line to sell.

Add these to the hundreds of sizes, weights, colors, finishes in all the grades we've had and you can see that, more than ever, Howard makes what you need to meet the requirements of your marketplace. We can ship quickly in 4 to 400 carton orders. Pool your orders, fill up a truck and get a big freight break. Howard really is "The Market Maker".

THE NATION'S PRINTING PAPERS

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115 Columbia Street
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Dayton, Ohio 45401

to work for at least 1,000 hours per year are eligible for ESOT contributions. The majority of Leslie Paper shares are now held in the Employee Trust, with the balance being held by employees who have acquired shares over and above the annual contributions.

According to the National Center for Employee Ownership, there are 8,000 companies that are sharing ownership today with over 8 million employees. This trend has been encouraged by Congress since 1974, when tax incentives were provided to companies setting up employee ownership plans. The Center estimates that employee owned companies will grow 40–46% faster than they would have without employee stock plans.

Leslie reported 1986 sales of $208 million, a 20% increase over 1985. Since starting its stock distributions in 1972, Leslie has grown from $11 million in sales and has earned national recognition for its example of employee ownership. Leslie is currently re-designing its company logo to include the words "An Employee Owned Company," and every employee owner will soon carry a calling card that identifies him or her as "Partner."

To illustrate the value of employee ownership, Leslie points to its productivity figure, measured by sales per employee, of $715,000 in 1986, a rate Leslie says is substantially ahead of most other paper distribution chains. The company looks forward to significant increases in productivity performance in 1987 as some newer operations mature.

As part of its expansion, Leslie has created a new Publishing Division, "Leslie National Sales Division," based in Des Plaines, IL.

Sales Divisions Merged by IFC Nonwovens, Inc.

The Industrial and Critical Environment sales divisions of IFC Nonwovens, Inc., Jackson, TN, have been combined into a new division called the Industrial and Safety Division. The Industrial Wiper Division has been serving 2,000 paper and janitorial supply merchants with an industrial and food service product line of wipers in more than 60 varieties.

In September, 1986, IFC started a division called the Critical Environment Wipe Division which was expanded nationwide in January. That division sells a line of high tech and laboratory wipers to industrial, clean room and safety supply distributors. The merger of the two divisions has been done to prepare for the introduction of a new line of disposable work wear and accessories during the 2nd quarter of the year. The new line, to be marketed under the name Suit-All®, will consist of a complete array of garments, coveralls, lab coats, shoe covers, hair nets, etc. for both safety and keep-clean markets.

IFC is celebrating its tenth anniversary this year, and has become, over the last five years, one of the country's fastest growing businesses, selling to distributors in all 50 states, the Caribbean Basin, Canada and the United Kingdom.

RETAILERS CAN
SELL ANY ORDINARY BULB

People in the News

John R. Curtin has become president of WWF International Limited, New York City, a division of WWF Paper Corporation. WWF International specializes in importing and exporting high quality packaging and printing papers. Mr. Curtin had been a vice president of Continental Can Company before assuming his new position.

Leonard Greenbaum, vice president of Ginsburg Brothers, Inc., Somerville, MA, will be retiring at the end of April after 38 years in the paper industry. **Shirley Nixon**, Ginsburg's director of purchasing, will be retiring at the end of June after a long career in the paper industry. **Judith Markey** will replace Mrs. Nixon as director of purchasing. **Michael Tereshko**, formerly with Mobil Chemical Co., has been appointed special products manager for Ginsburg. **Linda Cuzziere** has been promoted to customer service manager, and **Donna Baldassari** is now manager of telemarketing operations.

Winners of the Wilcox Paper Company's "Sunbelt Contest" are, left to right: Jon Bergherr, Roy Broeren, Jack Colvin, Dick Mast, Rick Mendel, Larry Bengtson, Norman Peterson, Mark Kelly, Bob Gulden and Steve Streitz. (Not pictured—Phil Koller.) They will all enjoy a 4 day weekend in Paradise Island, Nassau, Bahamas, where they will attend their 1987 Sales Conference Seminars.

George W. "Bill" Easterbrook, former chairman of the board of the Tobey Peoria Paper Co., a division of Distribix, died in a Boston hospital in early January. Mr. Easterbrook, who retired in 1980, had also spent 30 years as branch manager of the Butler Paper Co. in Peoria, IL.

J. Arthur "Art" Kelly retired at the end of March as president of Kelly Paper Company, Los Angeles, following Kelly's acquisition by a Dutch corporation. At age 76, Mr. Kelly, an avid skier, was working every day, but is now looking forward to spending more time on the slopes. **William J. "Bill" Cullinane**, Kelly Paper's general manager and vice president, preceded Mr. Kelly into retirement at the end of February.

Jack L. Thomas has been elected a vice president of Century Papers, Inc. of

Marvel long-life lamps are not your ordinary light bulbs. They cost less and last twice as long. And since they're sold exclusively through distributors, you never have to worry about price cuts at the retail level. Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors, high and low pressure sodium lamps and now new Ener Gee Save lamps.

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Kimberly-Clark Corporation

Houston. He will retain his current title as chief financial officer and secretary. Century has also made **Michael G. Moncrief** a full vice president-administration in addition to being assistant secretary, and **Kenneth V. Bourne, Jr.** has been elected treasurer in addition to being controller.

John Bausman has been appointed to a newly created position of sales manager-printing papers by Butler Paper, Baltimore, MD. Mr. Bausman has nearly 12 years experience in the paper industry, and has been associated with Butler, part of Great Northern Nekoosa Corp., since early 1983.

Frank M. Burrow, sales manager of ALTO Papers, Carrollton, TX, has been elected vice president of ALTO as well. ALTO Papers is a division of Bradner Central Company, Chicago. **Rosanne S. DeLegge**, assistant secretary of Bradner Central, has been appointed to the new position of assistant to the chairman in addition to her present duties.

John C. Whitaker, formerly assistant to the president and director of public affairs for Union Camp, has become a vice president of the corporation.

Bryan Ginns, regional manager of Miami Paper Corporation's New York office, has taken on the additional responsibilities of national sales manager, a new position in the company. Mr. Ginns has 25 years of experience in the paper industry in England and the U.S., and has been with Miami Paper for eight years.

Robert C. Johnson has been named assistant vice president-converting sales by Mead Paper. He will be concentrating his efforts on Mead's national forms accounts and other major direct forms customers, and will continue to maintain his office in Chicago.

Tad Shimomura, manager of Georgia-Pacific Corp.'s Tokyo office and senior vice president of Georgia-Pacific International Corp., has been awarded the company's Distinguished Service Award. Mr. Shimomura earned G-P's highest honor for his key role in developing the company's presence in Japan in the areas of market pulp, wood chips, containerboard and paper since opening the Tokyo office in 1967.

Cecelia K. Ercin has been appointed graphic production manager for Georgia-Pacific Corporation's pulp, paper and packaging operations. She will be responsible for production of sales literature and promotional materials as well as trade show exhibit management for several G-P divisions. Ms. Ercin brings to her new job ten years experience in graphic production with many major Atlanta advertising and printing firms.

Robert A. Larose has been changed from credit manager to group customer service manager at The Fonda Group's St. Albans, VT facility. **Evelyn C. Chappell**, formerly customer service manager, has been named manager of special services in the Information Services Group.

Judy Miller has been named sales manager-private label for the Fonda Group, Inc. of Union, NJ, a national manufacturer and supplier of disposable paper products. Ms. Miller had been eastern regional manager for the Lily-Tulip Consumer Division prior to joining Fonda.

Ronald P. Hogan has been elected executive vice president—operations by the Georgia-Pacific Corp. **George A. MacConnnell** has succeeded Hogan as senior vice president—Distribution Division, while **J. Wayne Amy** has been

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Front Runner Door Mats are your first line defense against grit accumulation and floor deterioration. The double-tough construction of vinyl covered woven nylon loops permanently embedden in a non-slip, heavy-duty vinyl backing makes Front Runner the ideal entrance mat. Dirt, sand, water, and snow are trapped below the mats looped surface where it stays hidden. One quick shaking, vacuuming, or hosing cleans Front Runner making it ready to start trapping more dirt and protecting more floors. Front Runner Mats come in six attractive colors to fit into any decor and are available in the following standard sizes: 2' x 3', 3' x 4', 3'x 5',3'x 6',3'x 10',3'x 20',3'x 60',4'x 6',4'x 8',4'x 10',4'x 20', and 4'x 60'. Special cut sizes are available.

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BLUE

GOLD GREEN BROWN BEIGE RED

named vice president of the Distribution Division's Southwest Region, replacing Lawrence B. Trammel who retired at the end of 1986.

James M. Piette has been elected to the position of vice chairman of the Union Camp Corporation. He will concentrate on long-range strategic planning including acquisitions and major capital investments. Jerry H. Ballengee succeeds Piette as head of the Packaging Group while continuing as senior vice president and general manager of the Kraft Paper and Board Division. Senior vice president William B. Howes has been given the added responsibility for all sales and marketing activities of the Kraft Paper and Board Division.

Keith Deutsch has been promoted to marketing manager of Marvel Lighting Corporation, Fort Lee, NJ, a domestic manufacturer of long life light bulbs. Bob Cooper has been named eastern regional manager and Harold Linskey has been appointed manufacturing manager for Marvel.

Carroll Announces Two Acquisitions

Carroll Company of Garland, TX has acquired Southern Chemical Products Company of Macon, GA, which it intends to operate as a separate entity. Steve Johnston, vice president of sales and marketing, assured the Southern distributor network that there will be no change in representation, but that there will be improvements in products and services.

Carroll also revealed that it had purchased a 75,000 square foot manufacturing and warehouse facility in Chicago to serve both Carroll and Southern distributors throughout the Midwest and Southeast.

Scott Paper to Modernize Westbrook Plant, Spends $70 Million on Upgrade

The S.D. Warren subsidiary of Scott Paper will be spending $70 million to upgrade pulping facilities at its paper mill in Westbrook, ME. As part of the upgrade, several old pulp digesters will be replaced with a new low-energy pulping system and a new recovery boiler will replace the existing one.

The project is another step in Scott's continuing efforts to reduce costs by increasing the integration of its pulping facilities with its papermaking operations.

The schedule has construction beginning in early April, 1987, with completion of the new pulping system expected by mid-summer of 1988 and the recovery boiler slated for completion by the end of 1988.

PAPER Foundation Receives Gift

The Paper And Plastics Education Research (PAPER) Foundation's Endowed Chair Program has received a donation from the Southeast Paper Trade Association, reports John F. Church, Jr., chairman of the Foundation and president of the Cincinnati Cordage and Paper Company.

"Donations such as these," he said, "strengthen our industry. It shows that paper distribution is pulling together to support this worthy program."

MN listed all contributors to the Foundation's Endowed Chair program in the January issue. Butler Paper Company was mistakenly omitted from the list of contributors "whose commitment to the project is much appreciated," Church said.

Gould Paper Forms New Midwest Subsidiary

Gould Paper Corporation of New York recently created its second subsidiary, designed to help expand Gould's penetration of the Midwest markets. The

EVENTS

MAY

3–8 & Nov. 8–13. *Paper Distribution Management Development Program at Miami University, Oxford, OH. Contact NPTA.*

6. *New England Paper Merchants Association's Annual Meeting. Contact Albin Johnson, Jr., 617-748-2272.*

19–20. *NPTA's Human Resource Management Conference, St. Louis, MO. Contact NPTA.*

JUNE

1. *Boston Paper Trade Association's Golf Outing. Contact Albin Johnson, Jr., 617-748-2272.*

15–17. *International Pulp-Paper & Converting Exhibition and Conference for Asia, Tokyo International Fair Grounds (Harumi). Contact William R. Burris, E. J. Krause & Associates, 301-986-7800.*

16–19. *Paper Industry Management Association's (PIMA) 68th Annual International Management Conference, Radisson Hotel South, Minneapolis, MN. Contact Scott Baumruck, 312-956-0250.*

19–23. *Heart of America Paper Association Meeting. Lodge of Four Seasons, Lake Ozark, MO. Contact William E. Saunders, 314-946-8733.*

JULY

31. *Managing Customer & Product Line Profitability. del Cornado Resort, San Diego, CA. Contact NPTA.*

Months in development. Two hours to run off. Sound familiar? Spectrum copier paper got the job done.

That's consistent performance.

When it comes to meeting deadlines, our success usually depends on how fast we can print the job. That's why I rely on Spectrum copier paper. Every sheet of Spectrum is identical. The same size. The same quality finish on both sides. The same shade of white from package to package.

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If your printing needs demand speedy shipment, you can rely on Georgia-Pacific's innovative inventory and stocking program to make Spectrum available to you on a moment's notice.

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Printing Paper Division

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SPECTRUM™ DP SPECTRUM™ DP SPECTRUM™ DP SPECTRUM™ DP

new company, Clifford-Gould & Wade, will operate as a direct subsidiary of Clifford-Gould Paper Corporation and will be headquartered in Bannockburn, IL near Chicago. It will be headed by Kevin P. Wade, formerly with the Richard Lewis Paper Corporation in Northfield, IL. Mr. Wade has had almost twenty years experience in the paper industry. Formation of the new company is expected to help bring the annual sales volume of the Gould group past the $200 million level by the end of 1987.

Ris Relocates Baltimore Office to Research Center

The Baltimore office of Ris Paper Company was moved in mid-April to a new building in the Caton Research Center on Vero Road. The company now has 18,000 square feet of space (almost double their previous 10,000 sq. ft.). Baltimore branch manager Bill Pigg stated, "The high ceilings increase our capacity and the new building will mean faster and more efficient service to our customers."

Ris Paper, headquartered in Garden City, NY, has annual sales exceeding $300 million and was cited by *Forbes* magazine as being among the 300 largest privately held firms in the country.

Union Camp to Acquire Folding Carton Company

J. & P.B. Myers, Inc. of Moonachie, NJ will become part of Union Camp Corporation's Folding Carton Division, while retaining the Myers name. Myers has been in business since 1912 and was a wholly owned subsidiary of Goody Products, Inc. of Kearny, NJ, a manufacturer of hair acccessories and other consumer products. In addition to producing die-cut, embossed and gold-leaf-stamped packaging, Myers has a seven-color printing press capable of applying in-line coatings, while Union Camp's printing capabilities include sheet-fed gravure and lithographic printing. Myers operates from two leased buildings: a 100,000 square foot manufacturing plant and a 50,000 square foot warehouse. Union Camp's principal customers for folding cartons are firms in the cosmetics and pharmaceutical industries.

The newly formed Monadnock Paper Mills Merchant Advisory Council held its first meeting in New Hampshire recently. (standing-L–R) Louis R. Busche (Monadnock), E. Charles Walton (Sloan), Thomas Ferguson (Andrews/Nelson/Whitehead), Richard Reed (Monadnock), William E. Steele (Ris), Robert C. Larson (Monadnock), E. Geoffrey Verney (Monadnock), Paul Finley (Olmsted-Kirk) and Daniel Claus (Old Colony Envelope), and (seated) Joachim Wamser (Monadnock), H. H. Collina, Jr. (Old Colony Envelope) and Kenneth DeMoura, Attorney.

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Drackett 23
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We're the champions in the custom packaging arena, too. Our "secret weapon" is our custom design capability – not just in folding cartons, but in corrugated products, wax bags and so on.

Give us a call. Odds are, we've got everything you need. Or mail in the coupon, and we'll send you a package with some real punch!

OK, Knock me out!
Rush me your FREE SAMPLE CONTAINER KIT, which includes a standard container as well as your exclusive HOLIDAY DESIGNS.

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Printing Paper

Miami Printing Show Enjoys Record Turnout This Year

The Printing Industry of South Florida (P.I.S.F.), sponsor of the Graphics of the Americas show, announced that the show was the biggest ever in attendance, size and number of exhibitors.

Despite competition from the Super Bowl, the Miami-based event attracted almost 19,000 visitors, including more than 4,000 who came from countries in Central and South America and the Caribbean region. E. M. Abrams, president of P.I.S.F., commented that attracting so many people from outside of the U.S. "elevates the Graphics of the Americas from a regional trade show to one of international recognition."

Exhibit space was up 33.7%, the number of exhibitors was up 9.2% and attendance was up 9.4% over 1986. The show is very appealing to the operators of small and medium size companies because of its emphasis on the types of machines and systems used by those companies. An exhibit of color proofing processes was presented by Michael H. Bruno, a graphic communications technologist, and a full seminar program covering subjects ranging from marketing programs to press problems was presented by industry experts.

The annual Americas' Man of the Year Award was presented to Armando Birlain, president of Gamma Industries, S.A., Colonia Polanco, Mexico. Mr. Birlain brought with him a replica of the first printing press to be used in the New World in 1539.

Louis M. Moyroud, who invented the phototypesetter in 1944, put in a surprise appearance at the show. Mr. Meyroud's invention is the basis of current typesetting methods used throughout the world.

The 1988 show is already in the planning stage and is scheduled to be held at the Miami Beach Convention Center, January 22–24, 1988.

Canada Cancels 10% Book Tariff on U.S. Publishers

The Government Affairs Department of Printing Industries of America, Inc. (PIA) reports that the Canadian government had removed the 10% tariff that had been placed on books in June, 1986. The Canadian move was in retaliation for a tariff imposed in 1986 by the U.S. government on Canadian cedar shakes and shingles. PIA had objected to the tariff and had made it part of an official trade complaint. Removal of the tariff brings the situation back to where it was prior to June, 1986, but doesn't affect the high tariffs still being levied by Canada on catalogs, advertising and a number of other printed items.

GPO Expects Accurate Phone Information—Or Else!

If you sell to the Government Printing Office, be very careful what you tell them on the phone. As part of their contract compliance efforts, officials at the GPO periodically call contractors on the day a job is supposed to be shipped to verify that it is actually being shipped. If a contractor says that the job has been shipped but it is revealed later that there was a shipping delay, the contractor can be found in default. The moral is: be honest and accurate in what you say.

Changes in Copyright Law May be Proposed Again

The Government Affairs Department of Printing Industries of America, Inc. reports that Senator Thad Cochran (R-MS) is expected to reintroduce a bill, last debated in 1982, which would give additional copyright protections to independent artists and composers.

Current law defines work-for-hire as work prepared by an employee within the scope of his or her employment (which makes the work produced the property of the employer), or works that are specially commissioned if the parties contractually agree in writing that the work will be considered work made for hire. Normally, it is considered that an employer is entitled to the rights of work produced for him in exchange for his providing salary, job security, creative work area, tools and materials, benefits and possibly bonuses.

Free lance artists claim that, if they expect to sell their work, they are forced to sign contracts which take all copyright protections away from them. The artists point to the fact that most exercise total creative control and produce the work in their own studios, absorbing all overhead costs and risks.

The proposal expected to be placed before the Congress would change the definition of employee to expressly exclude free lance artists producing all types of work except motion pictures. This would give free lance artists the ability to enforce standard "all rights reserved" contracts or, in the case of contributions to collective works, the transfer of only limited rights.

Industrial Paper

Medical Disposables Packaging Report Published by F & S

Pharmaceutical & Medical Disposables Packaging Materials, Products & Packaging Machinery Report, published by Frost & Sullivan, Inc., a New York-based market resource company, states that packaging for health care products has increasingly become an intrinsic element of the product itself. Packaging and products have experienced a growing interdependence in design, usage and function. The development of medical disposables, for example, instead of reusable products, stimulated the requirement for high quality, sterilizable packaging materials that would ensure complete product safety. Similarly, without the availability of such materials, the growth of disposable medical products would not have been possible.

New! Dependable brand name products in an economical pre-measured concentrate system.

Pre-measured concentrates make sense.

Drackett pre-measured concentrate chemicals help to insure precise dilution ratios for consistent cleaning results every time. They help to reduce waste, misuse and costly mistakes. Packaging is color coded for instant identification.

Brand name products you can trust.

The Handi-Pour™ System offers one important feature no one else does...the proven performance of Drackett quality. There's Windex® Glass Cleaner, Renuzit® Air Freshener, Vanish® Bathroom Cleaner, Mr. Muscle™ All Purpose Cleaner and Mr. Muscle™ Degreaser. Each has been formulated for maximum cleaning performance when diluted.

Unique 2 1/2 Gallon Dispenser.

The custom designed 2½ gallon dispenser is easy to handle, lightweight and makes refilling fast, easy and convenient.

Quality, performance, dependability in an economical pre-measured concentrate system. The Handi-Pour System from Drackett.

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The health care packaging market is estimated at $1330 million in 1986, the major sector being pharmaceutical packaging at approximately $780 million, followed by medical disposables at $550 million. In 1990, the market is projected to reach over $1520 million (in constant 1986 dollars), with pharmaceutical packaging and medical disposables accounting for approximately $844 and $677 million respectively. Growth influences will include an increasingly aging population, expanded forms of medical service beyond the hospital sector, competitive conditions among pharmaceutical manufacturers (including generics), new drug developments and medical procedure capabilities and growing popular concern with personal physical health. These will be balanced by the negative influence of continued cost containment efforts throughout the health care industry and the probability of reduced economic growth over the next few years.

Frost & Sullivan's 370-page report had as its major objectives to:

- establish the size and growth prospects of end user markets for the major types of packaging of pharmaceutical products and disposable medical devices;
- assess the most important factors influencing market growth, particularly the outlook for the pharmaceutical and medical device markets in the light of major changes in the health care industry;
- evaluate the key technical, legislative and end-use trends which will impact upon the packaging market;
- identify the major participants in the health care packaging market, and the products which they offer;
- analyze market conditions in each of the major packaging material and product categories, describing the key technical and commercial developments in these categories;
- forecast the size and growth of markets for pharmaceutical and medical disposable packaging products and packaging machinery, and examine current conditions and the future outlook for the major sectors of this market.

The information contained in this report was derived from a variety of primary and secondary sources. Secondary research, conducted prior to field interviewing, included technical and trade journals, professional publications, government statistical resources and company annual reports and publications. This provided a basis for detailed discussions with pharmaceutical manufacturers, packaging raw materials manufacturers and converters, manufacturers of machinery and equipment, hospitals and other health care institutions and professional and industry bodies at many different management levels. All opinions and key findings based on secondary sources were evaluated for validity and relevance in the interviews. Discussions took place at a medical packaging seminar and at four trade shows held during the study period: Eastpack and Interphex in April, 1986, the Medical Device and Diagnostic show in June, 1986, and the Pharm Pack Expo in September, 1986, which were attended by the project directors.

For further information, contact Frost & Sullivan, Inc., 212-233-1080.

Advantages of Paperboard Packaging Described at Expo

Examples showing how paperboard packaging fulfills each of seven key functions of consumer packaging were presented by Spencer A. Johnson at the recent Pack Expo Convention held at the Javits Center in New York. Johnson, vice president of the Paperboard Packaging Council, showed a series of paperboard packages as part of a panel presentation on how the "Paper Industry Meets the Challenge of Plastic Competition." The cartons shown to the audience illustrated the following packaging functions:

- Containment for liquids as well as dry, free-flowing products. Containers are shipped and stored flat until needed at the packaging site.
- Brand identification, to reflect the manufacturer's image in the marketplace.
- Protection, for delicate objects and glassware.
- Pilferage reduction, for small products through use of carded packaging of paperboard blisterpacks.
- Unitization, to assemble individual serving-size containers into easy-to-distribute 2-packs, 4-packs and 6-packs.
- Promotion, using paperboard packaging systems to attach trial-size products to a well-known main product.
- Communication, using paperboard's superior graphic display characteristics to tell the consumer about the benefits of the product.

Also mentioned was the use of ovenable paperboard which can be used for food packaging that can go directly into a conventional or microwave oven—while eliminating the need for a separate outer carton.

During the presentation, Johnson also explained in detail how the paperboard package has gone head-to-head with plastic in the marketplace and demonstrated the paperboard milk carton's advantage over the plastic jug. He described the PPC Milk Packaging Group's ongoing advertising and public relations campaign that promotes the nutritional advantages of the paperboard carton in protecting milk from light-induced loss of vitamins.

The audience also heard from William V. Driscoll, vice president of the American Paper Institute, who gave illustrations of how paper packaging has met the challenge of plastic competition in grocery sacks, corrugated boxes and other end-use markets for paper packaging.

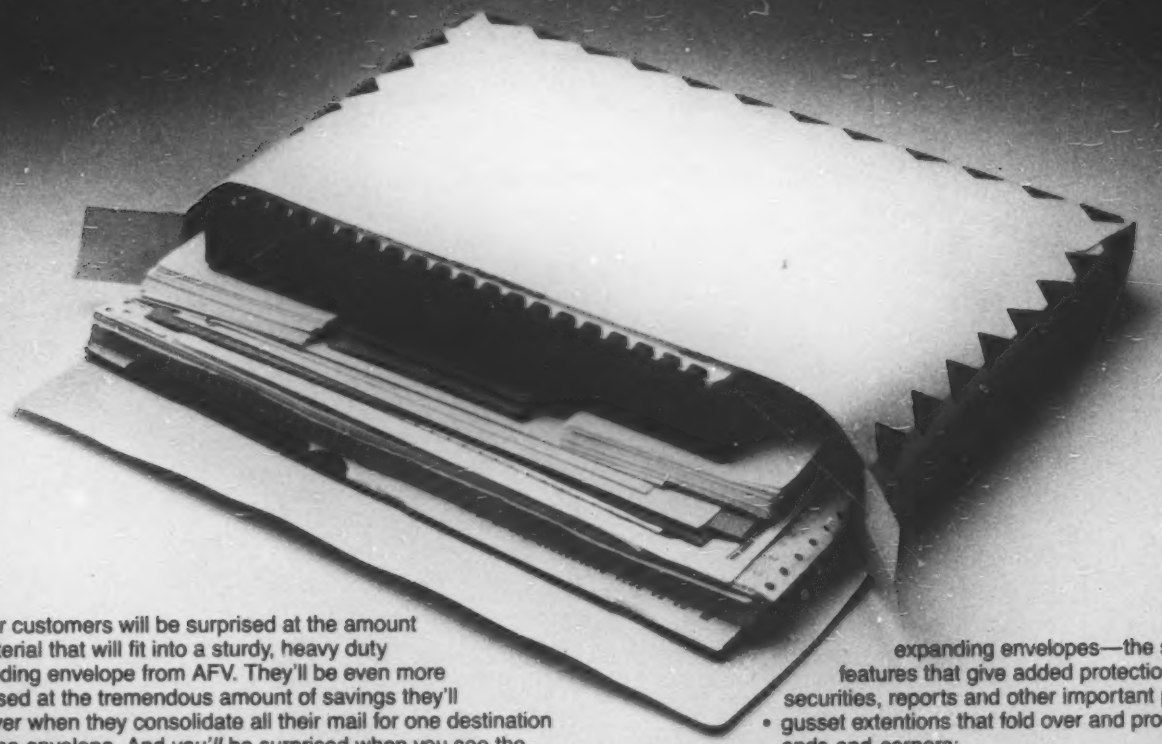
NPTA Industrial Division Conducting Member Survey

In 1984 NPTA industrial members accounted for $4.7 billion in sales of Packaging Supplies and Equipment. This represented, in share of total sales by commodity class, over 50% of their sales.

Because Industrial Packaging is so important to our members, the NPTA Industrial Papers Division is considering the institution of a university-based program on Industrial Packaging. This program would be developed for the mid-level or reasonably experienced employees in your firm who are involved in the sales, maintenance of packaging accounts and other activities related to Industrial Packaging.

It is proposed that this program be

INTRODUCE THE ENVELOPE THAT CAN SAVE CUSTOMERS THOUSANDS OF DOLLARS AND SAY HELLO TO INCREASED SALES!



Your customers will be surprised at the amount of material that will fit into a sturdy, heavy duty expanding envelope from AFV. They'll be even more surprised at the tremendous amount of savings they'll discover when they consolidate all their mail for one destination into one envelope. And *you'll* be surprised when you see the increase in your sales as customers come back time and again for AFV expanding envelopes.

Sending several flat envelopes to a single address is wasting postage dollars. This chart compares the costs of mailing 2 lbs.

Three Flat Envelopes		One AFV Expanding Envelope	
Postage:		Postage:	
12 oz.	$2.09	36 oz.	$2.40
12 oz.	2.09	Total . . . 36 oz.	$2.40
12 oz.	2.09	Envelope cost:	
Total . . . 36 oz.	$6.27	1 kraft expanding	.35
Envelope cost:		TOTAL COST	$2.75
3 kraft flats @ 8¢ ea.	.24		
TOTAL COST	$6.51	SAVE 58%	

4 oz. of material in three flats versus one AFV Expanding Mailer.

Just look at those savings in a single mailing! And when you multiply that by the thousands of mailings that go through mailrooms, you can see how easy it is to save thousands of dollars in postage alone.

And there are other savings, too. Savings on labor costs, because AFV expanding envelopes require less handling. Savings on storage costs, because customers need to stock fewer envelopes. Savings on registration costs, because they register only one envelope instead of several.

Here's another reason your customers will switch to AFV expanding envelopes—the special features that give added protection to securities, reports and other important papers:

- gusset extentions that fold over and protect the ends and corners;
- large flap that seals down over seams and reinforces the envelope (available with remoistening gum and Press-Tite Dri-Seal);
- evenly applied gum on the flap to ensure a tight seal.

AFV expanding envelopes are available in both kraft and super-strong, super-lightweight Tyvek®. Sizes range from 3½" x 7½" x 1" to 12" x 18" x 3". There's a size for every purpose!

When you help your customers save money, you'll be helping yourself increase sales! For more information on AFV Expanding Mailers, call or return the coupon below.

1-800-AFV-6262

YES! I want to increase sales by introducing the envelope that can save my customers money. Please have my AFV Account Executive call me about AFV Expanding Mailers.

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COMPANY _____

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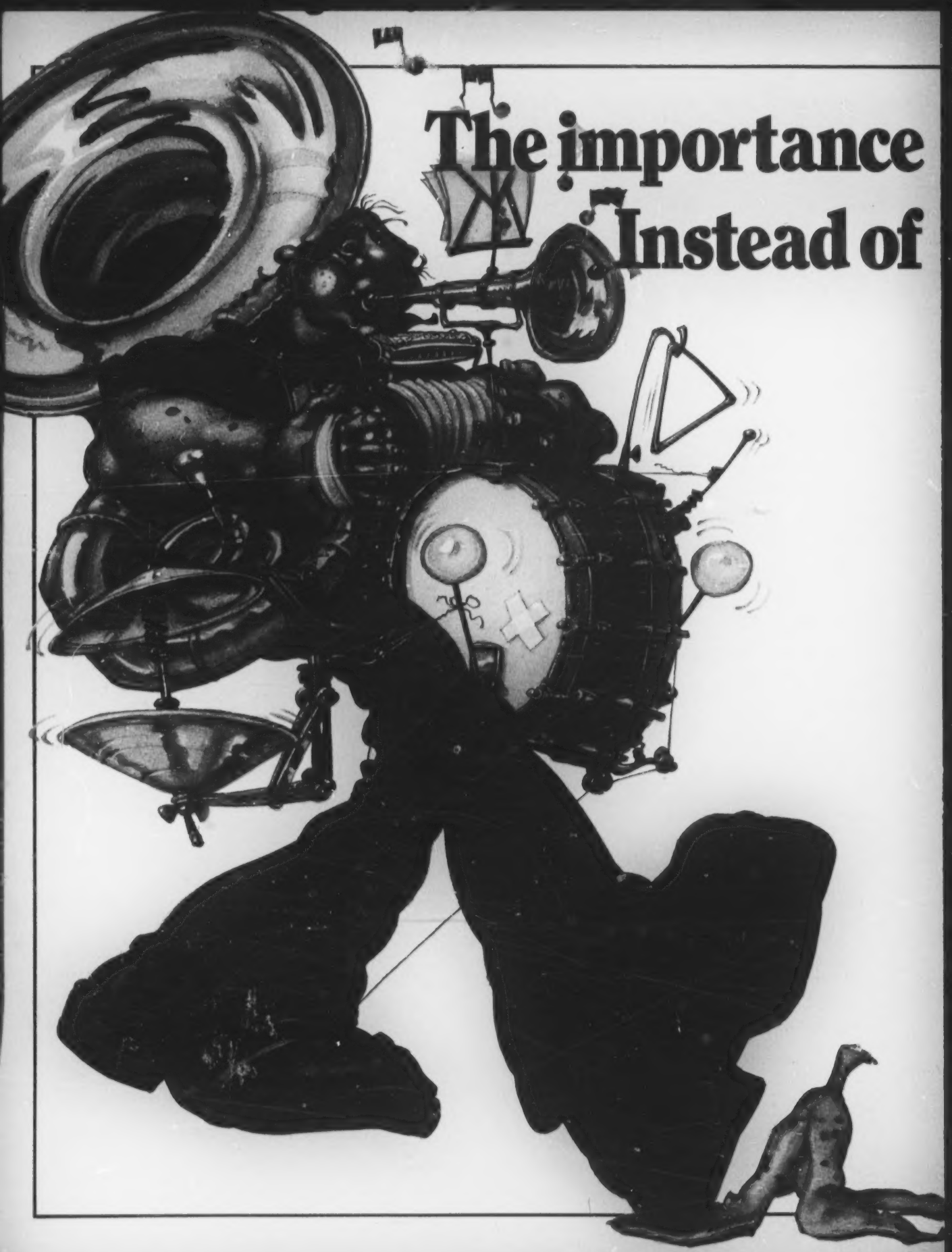
The importance
Instead of

ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well. doing too many things.

The Paper Giant certainly knows how to toot his horn. He seems to have everything that everyone wants in disposable products.

Until he slips up in the washroom.

He begins by selling through every distributor in town. The resulting price trenches send profit margins spiraling downward.

What's worse, the well-deserved sales from hard-earned end-user installations suffer a constant threat: being lost to nearby competitors who sell The Paper Giant's line, too.

It's not the kind of music anyone likes to face. Especially in the washroom, where the Paper Giant's emphasis on the food service market makes him march to the wrong beat. He's not in step with cost issues. Nor is he tuned into waste problems. Even his product quality strikes chords of user dissatisfaction.

Enter Bay West, the company that doesn't try to be all things to all people. *Just everything for the washroom.*

And with this full line comes the Bay Wester, your local representative from Bay West. His selective distribution policy means you sell products with unique value. At a highly exclusive ROI.

What's more, the washroom expertise of your Bay Wester helps to heighten service availability and strengthen washroom quality. His fresh, smart products even help your customers lower costs and reduce product waste to beat the band.

With new Compatible™ transfer dispensers and Turn-Towl® roll towels, each washroom has the degree of controlled usage and user convenience that's right—for you and your customers' washrooms.

As a result, washrooms work right for everyone—from the distributor all the way to the end-user.

And that's the name of that tune.

Get a great act together for your bottom line and your customers' washrooms. Call for the Bay Wester.

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The Washroom Specialist

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Legislative Proposals Aimed at Packaging Industry Disposables

According to a recent article in *Single Service News*, the monthly newsletter of the Single Service Institute, 1987 is starting to look like the year packaging legislation will spread like brushfire. The catalyst: the filling up of landfills and political difficulties in siting waste-to-energy incinerators. Already seen are proposals to ban, tax or limit plastic disposables, which are targeted because of their durability in the environment.

In Connecticut, several packaging bills have been proposed. HB 5232, introduced by Representative Mary Mushinsky (D-85), would levy a disposal tax on unsorted solid waste. Mushinsky, who is chairperson of the Environment Committee, has also proposed a disposal charge based on the recyclability of containers.

A bill to ban Styrofoam packaging that was withdrawn by Connecticut Senator William A. DiBella (D-1) because of the technicality that Styrofoam is a trade name, may be re-introduced. A more moderate study has been proposed by Rep. David Anderson (R-45). The study bill would examine consumer goods with the intent of reducing "excess packaging" and making existing packaging "less damaging to the environment."

Legislation aimed at disposables and other types of packaging is expected in Vermont and Oregon. In New York, momentum to reduce or recycle solid waste may reach a critical point this year, resulting in new control measures. The New Jersey legislature will also seriously consider proposals to limit ocean pollution and municipal solid waste.

For further information, contact the Single Service Institute at 202-347-0020.

Day Care Center Study: Are Disposables Safer?

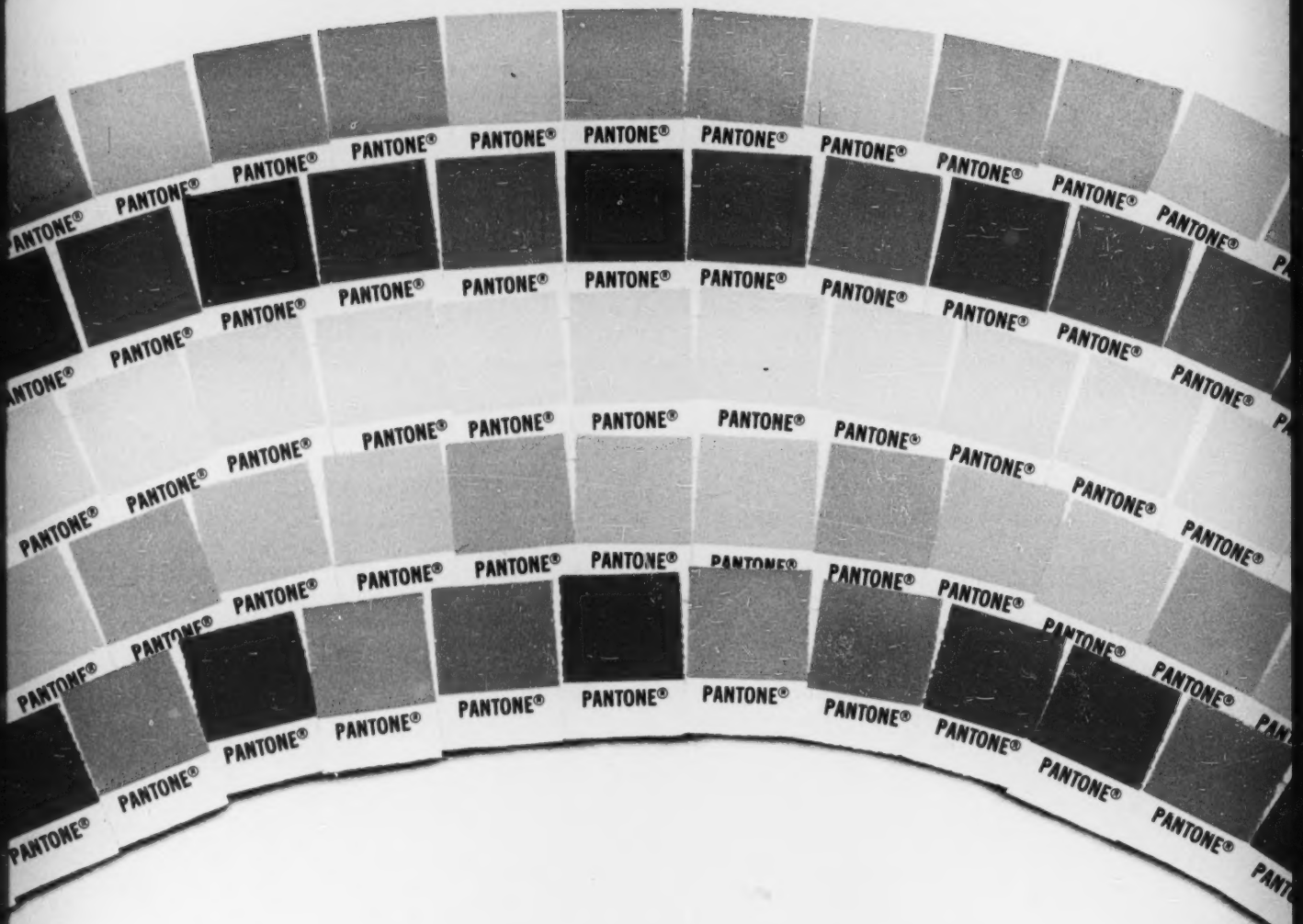
A study to show the role disposables may play in reducing infectious diseases in day care centers has begun.

A microbiological test of disposable versus permanentware, in which utensils will be checked for disease-causing bacteria, is part of the survey.

presented at Michigan State University's School of Packaging in East Lansing, MI, utilizing their campus and facilities as well as their faculty.

The Industrial Division is conducting a survey on the curriculum for this program and other questions relating to how distributor employees are currently trained.

If you would like to participate in this survey and have not received a survey form, please contact Richard J. Lerman, secretary of the NPTA Industrial Papers Division at 516-829-3070 for further information and/or a survey form.



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Are You Running Harder to Stay in the Same Place?

"A slow sort of country!" said the Queen. "Now here, you see, it takes all the running you can do to stay in the same place. If you want to get somewhere else, you must run at least twice as fast as that."

Lewis Carrol, Through the Looking Glass

by
Peter L. Mullins

Alice's problem seems all too familiar to us today. We seem to be working harder with less to show for it. Partly, this is an illusion; partly, reality. The illusion is the result of the recent reduction in the rate of inflation. If you accept my rule of thumb that an average return on net worth (RONW) performance is 5% better than inflation, then you should have *expected* your RONW to have trended down over the past few years. Exhibit 1 shows that 17.4% was an average RONW in 1980, but only 8.8% was necessary to be average in 1985. Thus, you should not be disappointed if your RONW has declined some over the past few years.

EXHIBIT 1

YEAR	INFLATION DURING THE YEAR	PLUS 5%	AVERAGE AFTER TAX RONW GOAL
1979	13.5	5	18.5
1980	12.4	5	17.5
1981	8.9	5	13.9
1982	3.9	5	8.9
1983	3.8	5	8.8
1984	4.0	5	9.0
1985	3.8	5	8.8

Is this decline in the average RONW goal from 1979 to 1982—86 rational? It is, if you recognize that most investment returns are related to risk and expected inflation. The risk relationship is obvious. The higher the perceived risk of an investment, the more return potential investors demand. The impact of inflation is also familiar. If the value of your wealth, as measured by what it will purchase, is declining at the rate of 20% per year, you will not be too interested in investing your money at 15%. If enough people come to the same conclusion, borrowers will have to offer some premium over expected inflation to obtain needed funds.

Historically, Treasury bills have returned 2% or 3% more than inflation and publicly traded common stocks about 5% or 6% more. Closely held firm returns should be higher than this because of lack of marketability of the stock, but that has not been our experience. In MFI surveys of many commodity lines, closely held firms do not appear to be able to earn a higher return; the average closely held firm also earns an RONW that is about 5% more than the inflation rate.

In summary, the lower inflation environment of the mid '80s makes lower returns on investment more acceptable. But, even lower returns have been harder to achieve for many firms. Why? The lower inflation rate is partly to blame. For example, because of lower inflation:

- Purchasing mistakes are harder to correct. Steadily rising prices don't bail you out.
- People are less optimistic. Slower apparent growth (even if much of the inflation-driven growth was an illusion) tends to make customers more cautious, more conservative, more "down."
- There is less buying ahead; less hedge buying.
- There may even be—perish the thought—inventory losses due to declining prices.
- Deflation in product prices occurs and it becomes tougher to cover costs. This occurs because the gross profit dollars generated by each transaction (order) are often lower (lower purchase prices and same gross margin percentages). At the same time, the price of resources such as people tends to be "sticky;" that is, many resource prices don't immediately follow product prices downward. As a result, unless productivity improves significantly, there are fewer gross profit dollars available to cover steadily increasing costs.

Wait a minute, you say! *Deflation!* What's that? I know we had a little pause in inflation for a while, but what about the growth in the

To complement your paper product line, you need Marcal in the picture.

Sure, you have full-line primary-source suppliers for paper products. However, to grow your business and keep your customers satisfied, you need alternative products to offer them. Products that will position you as being concerned about their business and their needs. And products that will satisfy those needs at less cost to your customers and more profits for you.

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3. We're committed to innovative distributor service for flexibility in meeting your needs.

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EXHIBIT 2
CONSUMER PRICE INDEX FOR SELECTED YEARS

1789	1814	1843	1864	1896	1920	1932
30	64	26	68	24	80	34

money supply? Everybody is getting ready for renewed inflation!

Maybe so.

But, consider the long term trends in the consumer price index that are plotted in Exhibit 2.

Between 1789 and 1932 prices tended to rise during war periods and then return to the level of earlier years in a deflationary correction. (Sometimes the correction was sharp.) The net result was that the CPI was only 13% higher in 1932 than in 1789. This is an "inflation" rate of only .09% per year.

The longer term trend from 1789 to 1986 is shown in Exhibit 3.

Where will prices go from here? There are about as many opinions as there are economists. Suffice it to say that most of the leading economists of the time failed to foresee the depression of the 30s. Of even more concern, I have recently talked with several people that lived through that period and see unsettling parallels between then and now. For example:

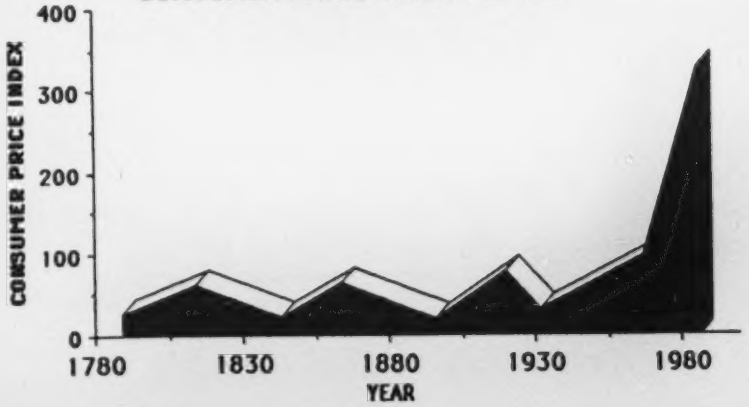
- In the 1920s there were major problems in agriculture and other fundamental sectors of the economy at the same time that the stock market was making new highs.

- There were excesses and manipulation in all areas. "Get rich quick" schemes and promoters abounded. Major holding companies were formed as speculative vehicles. A similar environment appears to exist today.

- Today our top students want to go to Wall Street rather than the factory floor. Nobel Laureate James Tobin, the Yale economist, recently warned that, "We are throwing more and more of our resources, including the cream of our youth, into financial activities remote from the production of goods and services; activities that generate high private rewards disproportionate to their social productivity."

- Almost all measures of debt are at or near all time highs. Total debt of the U.S. nonfinancial sector grew from 1.38 times GNP in 1980 to 1.69 times in 1985. This is well above the indebtedness recorded at any time in this century, except during the depression years 1931–35. At the end of 1986, total private sector debt was 1.2 times as large as the gross national product. This is higher than the peak reached in the twenties.

EXHIBIT 3
CONSUMER PRICE INDEX TRENDS



More interesting-depressing facts? Norman Agustine gathers many in his very readable book, *Agustine's Laws.* He points out:

- We have twenty times as many lawyers as do the Japanese and seven times as many accountants. Japan graduates four times as many engineers each year as we do (all on a per capita basis).

- There is an apparent strong inverse relationship between the number of lawyers in a country and the productivity of that country, as shown in Exhibit 4. Only the United Kingdom seems to run counter to the trend. Perhaps their economy has declined to the point where they can no longer afford to sue each other as much.

Exhibit 4 leads to Agustine's Tenth Law:

Bulls do not win bull fights; people do.
People do not win people fights; lawyers do.

Are there any other factors that are relevant? Consider the following:

- Personal debt is escalating. Consumer installment credit is over 16.5% of personal income—20% higher than the previous postwar peak in 1979. The recent tax law change will further encourage people to borrow against their home equity for consumption purchases.

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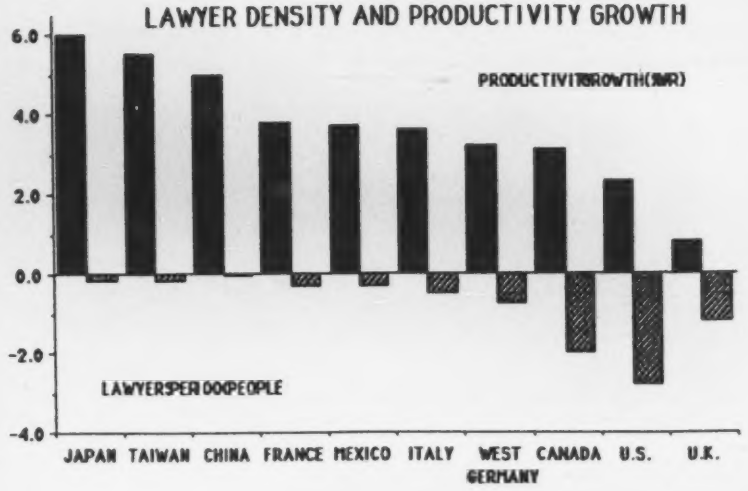
EXHIBIT 4

LAWYER DENSITY AND PRODUCTIVITY GROWTH



Will we see a replay of the present farm financial crisis (and it is a crisis) which is a direct result of farmers being allowed—encouraged—to borrow heavily against the inflated value of their land? When farmland values declined, the farmers could not repay the loans, and in many cases the market value of the land was less than the loans outstanding. Will residential real estate values continue to grow to the sky? What if they don't, and much of the equity cushion has been borrowed against and spent for trips, motorhomes, BMWs and other toys? (Mullins' Law is: "Pay cash for all your toys.") The ratios of debt-to-equity of many people will deteriorate rapidly. The forthcoming stock market decline (or worse) will further exacerbate the problem.

International debt outstanding now exceeds one trillion dollars. Most of it owed by countries who borrowed and spent on consumption rather than investment. Even when the money was invested, many of the projects are uneconomic in today's markets. As a result, many countries are exporting everything they can at whatever price they can get to obtain the funds necessary to meet interest payments (few are able to pay on principal). This is one of the primary causes of recent deflationary pressures in many commodity lines.

Simply put, there is no way that most of these international borrowers will be able to repay these loans. The present system is focused on "managing" the problem—papering it over for as long as possible—hoping that it can be worked out over time in some almost magical way. (If the time period is long enough, the principals involved can hope to retire or find another job before the roof falls in.)

Who has been buying all the things these people have been exporting? You and I. With the help of an unprecedented federal budget deficit and a similarly gigantic trade deficit. Federal government debt has grown from 26% of GNP in 1980 to 40% today. And, there is no evidence that the escalation will soon reverse. Economists used to tell us not to worry about the budget deficit because total federal debt was a stable percentage of GNP. That is no longer the case, and we don't seem to have the political will to do much about it.

As a net international debtor for the first time in many years, there is some limit on our continuing ability to buy and spend. The international financial community and domestic pension fund managers may decide that the U.S. is not the best place to put their money. For the first time in many years, such a change could have a major domestic impact. U.S. Treasury bonds may no longer be accepted as a riskless long term investment. As we saw in the 1982 recession, weak economic conditions and high interest rates can occur at the same time. Unfortunately, we may see them together again. Under such circumstances, the interest burden on debtor firms and other short term borrowers escalates at the same time that their cash flow is squeezed.

Well, enough of this big picture stuff. What about you? What to do?

- Try to stay conservatively financed. Use debt seasonally or for strategically necessary investments, but don't follow a policy of continuously trading heavily on your equity. Don't stay heavily indebted; leave yourself some slack for unforeseen problems or for opportunities that may develop. You may not eat quite as well if things work out *just right*—but you should surely sleep better *and* be around for the next round.
- Find a niche that is attractive. This is like a pro football quarterback looking for "seams in the zone" so he can find an open pass receiver. Find a customer group, a product line (or lines), or a geographic area, or whatever, that is not overly competitive. Then, be ready to disguise your position or defend it from your slower competitors who will sooner or later figure out what you are doing and want a piece of the action. If you can't disguise it, be ready to move on the next opportunity or be ready to deal with increasing price pressures. Which leads to the third strategy.
- Be an efficient (least cost) provider of whatever set of goods and services you plan to offer.

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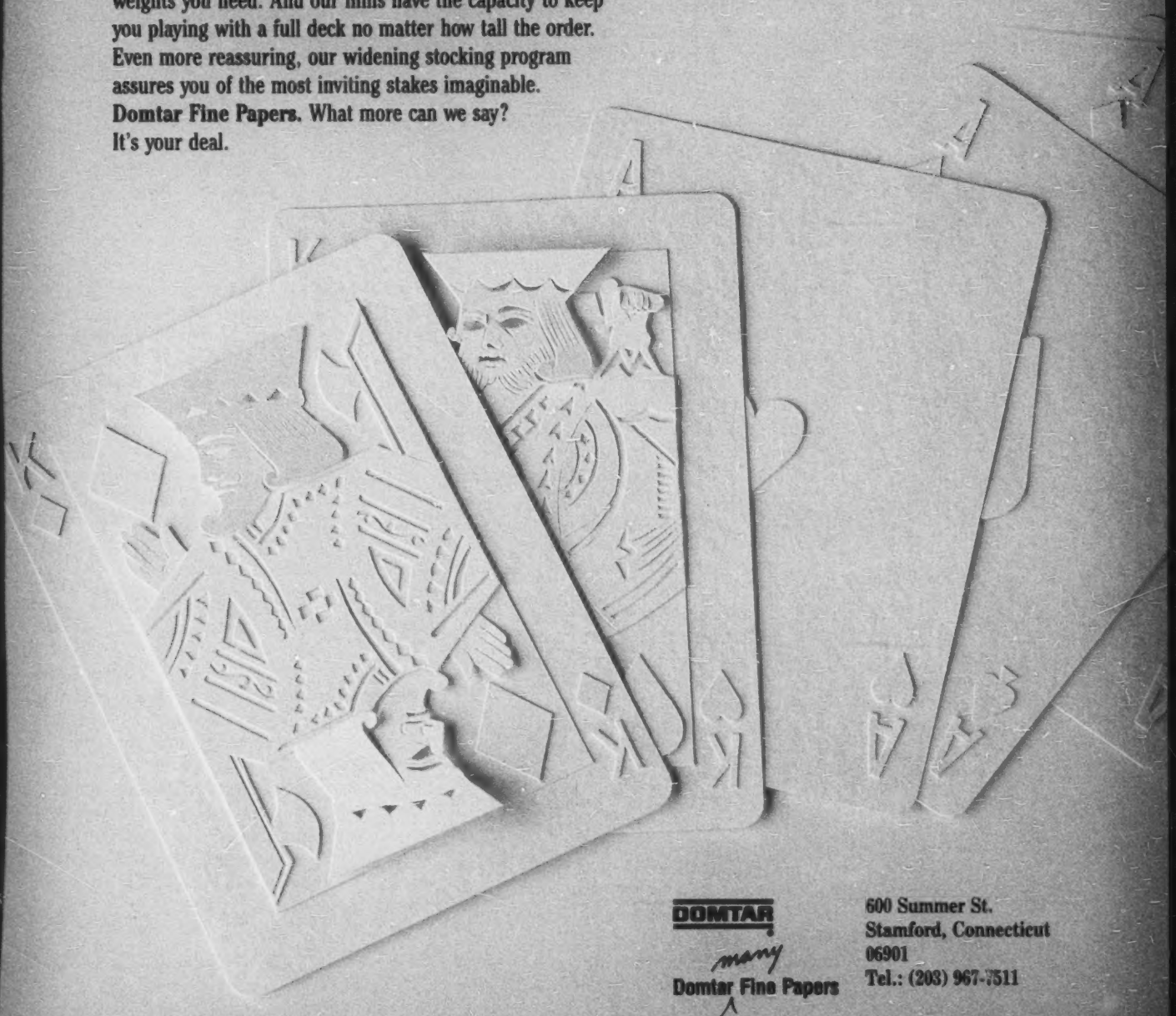

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Your financial reports are like a forest of trees. They give you a good general overview . . . Unfortunately, they don't usually provide enough detail to help you improve your performance.

This is a valuable strategy in and of itself, particularly in mature markets.

The last two strategies—focusing on a niche or being the least cost provider—are becoming dominant in both retailing and wholesale distribution. In retailing the Limited Stores and Wall Mart prosper, while Sears struggles. General line firms are having a harder time in more and more markets. Customers are basically looking for the cheapest price or significant differentiation in product and/or service.

How to proceed? Do you develop a long range or strategic plan? Maybe. But, do you understand your business well enough to develop such a plan with enough depth to be really useful?

The Japanese are not much for planning. Their focus seems to be a *thorough* understanding of their customers and their markets. This understanding allows them to detect changes, trends, emerging problems and opportunities as early as possible. Plus, they strive for open and responsive information flow from the field sales people and engineers back to headquarters. In turn, this is coupled with an ability to respond rapidly. In fact, this closeness to the market and short reaction time is why many small independent distributors in this country are still very successful. These strengths are more than enough to overcome the weaknesses inherent in a smaller scale of operations (higher overhead costs, less purchasing strength, etc.).

Recently, one of the board members of Toyota Motors—a very large, successful Japanese company—was visiting an American auto dealership. He asked all the usual questions, including whether they were having any particular problems. When told of the higher than normal failure rate of the automatic transmissions in a particular model car, the director took off his coat, rolled up his sleeve and plunged his hand into an oily pan where one of the transmissions was being disassembled for repair. After a few moments he found metal shavings, the apparent cause of the failures. He immediately called Japan and set in motion the necessary corrective actions.

A U.S. firm director may have made a phone call to headquarters (if he had known the right people to call), but, would he have been in the dealership in the first place? Not to mention, would he have stuck his hand in the oil even if he had known what to look for (also, unfortunately unlikely).

What can you learn from all this? First, everyone should maintain as much customer contact as is practical. Don't just stay home and look at numbers. Second, when you are ready to support your hunches with some analyses, be sure that you have the right information available.

Your financial statements are like a forest of trees. They give you a good general overview of how things are going. Unfortunately, they don't usually provide enough detail to help you improve your performance. You may see that your gross margin is down 1.5%, but you don't know why or what to do about it. General exhortations to hold the line on prices or to buy better are less and less effective. Even the old seminar advice to "raise all prices by 2%" is less than helpful because of stiffer competition.

You may have some ideas about what is causing the gross margin decline, but you don't really know what is happening and your financial statements probably won't tell you. How do you address this or similar problems? Many people depend on informed intuition.

This informed intuition is often based on conversations with salespeople or on a continuing review of individual transactions. These transactions (orders) are like the *leaves* on the trees.

In the old days, when businesses were smaller and often simpler, good owner/managers or branch managers took some time at the end of each day to carefully review the day's invoices. From this and their other knowledge, they learned a lot about emerging trends, problems and opportunities. This individual invoice review is harder to do today for several reasons:

- Businesses and branches are larger. The fixed costs of having a business location are so high that the minimum economic size (the sales needed) is larger. As a result, looking at all transactions would be both time consuming and less valuable. Because the mind can deal with only so much information at once, changes and trends would not be as easy to identify. Detailed knowledge of product lines and customers are spread thinner. Thus, it is harder to relate the information on a particular transaction to other important information; for example, whether a particular order is typical or unusual.

- Further, in many businesses, paper orders no longer exist. Order information is entered directly into a computer. Lists of invoices processed can be and are produced, but usually

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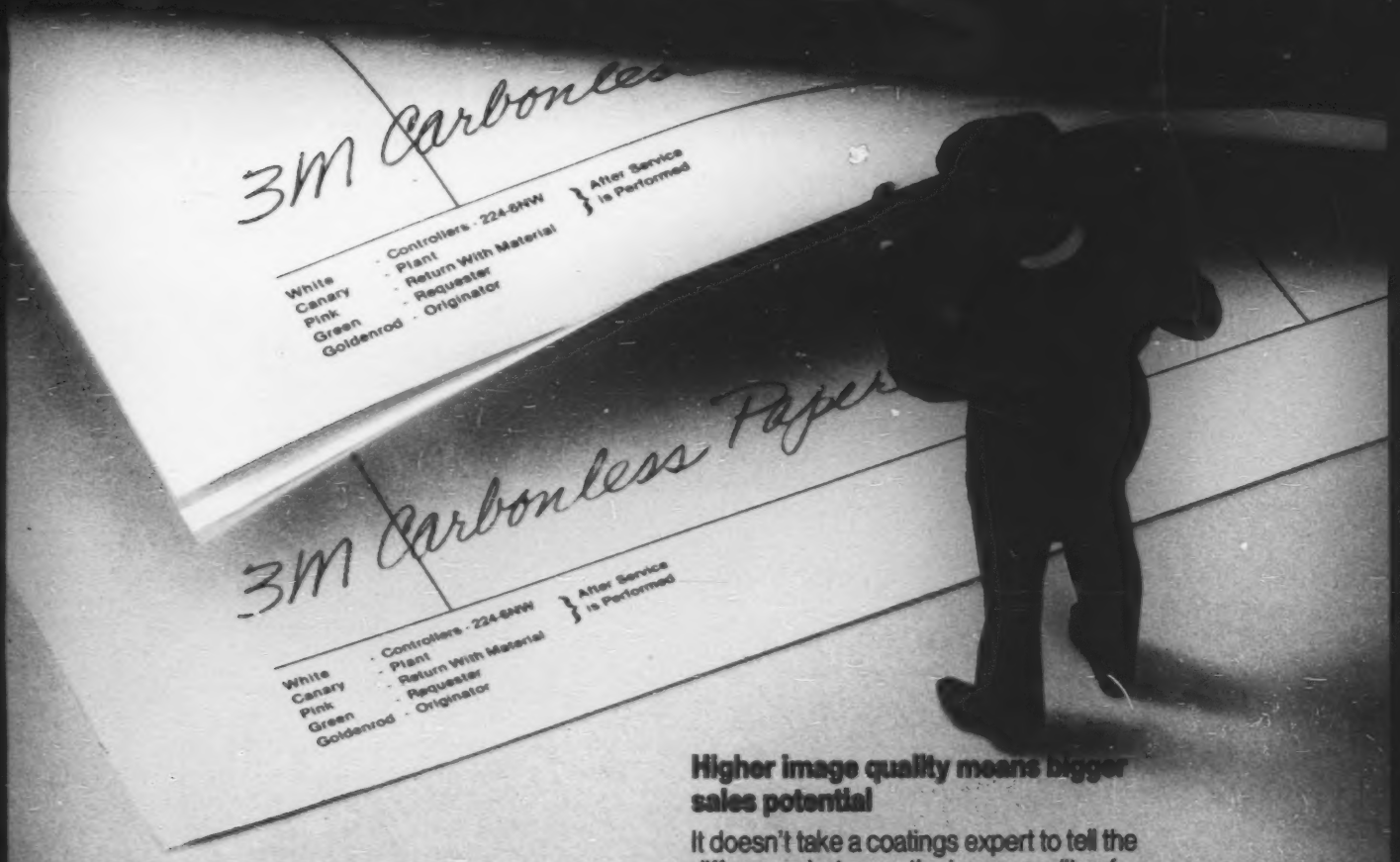

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Would it be helpful to be able to pinpoint losing accounts for each salesman as well as why they are losers?

Peter L. Mullins

with a delay. Without the immediacy of the information, the same motivation to review it is often not there.

How can this state of affairs be improved? We know a lot about the forest, and we can count the leaves, but we really don't know much about the *trees*. Examples of such "trees" are:

- Individual customers
- Individual items (products and stock keeping units)

This information can, in turn, be further summarized by looking at *stands of similar trees* such as:

- Product lines (groups of related items)
- Product families (groups of related products)
- Individual suppliers (all items and lines of each supplier)
- Groups of similar suppliers
- Groups of similar customers (such as "all small contractors")

With this information you can begin to answer questions such as:

- Are you making most of your profit from a relatively few customers and/or products? Which ones?
- Are you losing money on some accounts, even before considering any overhead or profit? Are you failing to cover your direct or variable costs of serving some accounts? Which ones? Which classes of accounts?
- Are things changing? Why? Are last year's winners still strong or are they slipping? Or are just a few slipping? Which ones? Why? Is there a pattern that will give you some warning of changes occuring in the marketplace? Of internal changes in your organization? Look for trends in product lines, product classes, customer groups. Think how this information might be used in strategy development, not to mention in supplier negotiations.
- Why are the losers, losers? Would it be helpful to be able to pinpoint losing accounts for each salesman as well as why they are losers? This sort of information is of tremendous value in focusing corrective actions. It can help compensate for a lack of experience in a new sales manager or a new salesperson. Perhaps, more importantly, it can help experienced sales managers and salespersons refine and focus their efforts. It may be that the "rules of thumb" they have developed over many years are no longer accurate. Markets change, sometimes quickly and in unanticipated ways.

This development and active use of information on your "trees" may be the tool you need to get the earliest possible warning of emerging problems and opportunities. Even if you are already very good at identifying such trends or changes, you aren't perfect. The early and continuing flow of information on what is *really* going on out there can be invaluable.

As a bonus—or perhaps its greatest value—such information can help you identify and patch the "holes in your bucket;" identify those customers and lines that are pure losers. That is, those customers and lines that are, in effect, being subsidized by your winner (profitable) lines and customers. If you have too many losers, you will have to lean heavily on the winners to stay profitable. Which are you most likely to lose? Not the losers.

This article was written by Peter L. Mullins, who will be leading NPTA's Customer and Product Line Profitability Seminars on July 31, 1987 at the del Cornado Resort, San Diego, CA, and February 19, 1988 at the Grenelefe Resort, Orlando, FL. You may order Mr. Mullins' book, Measuring Customer and Product Line Profitability from the Communications Department of NPTA ($35 plus shipping).

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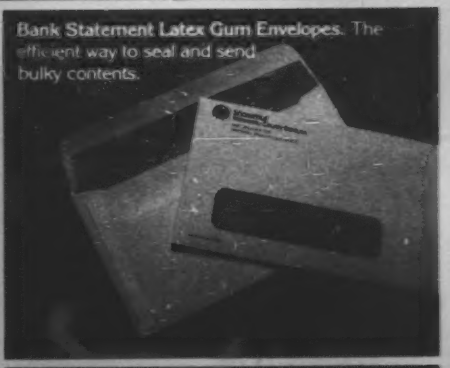

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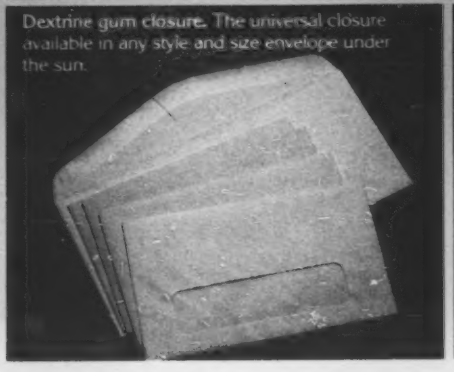

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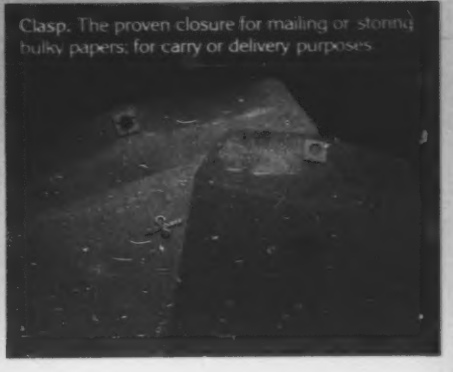

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The Sales Professional 1

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St-Raymond Paper Creates New Marketing Organization in United States

Paper Trade, Inc. is the name of the new Chicago-based marketing organization that directly represents St-Raymond Paper to customers in the United States. Walter Ruggles, president of Paper Trade, has a team of experts in paper sales, customer service and technical support to help him represent St-Raymond, which has recently made major capital investments to upgrade their mill in St-Raymond, Quebec.

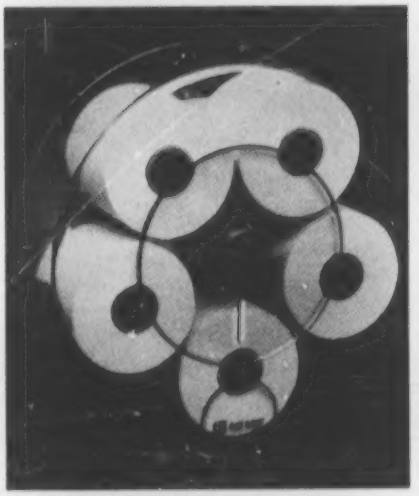
One result of the mill's improvements is the newly available lighter weight papers in a broad range of colors that are suitable for supply directory and advertising printers. St-Raymond, which will be celebrating its 100th anniversary in 1988, will be glad to provide information about its wide variety of specialty papers. Write to Walter K. Ruggles, President, Paper Trade, Inc., 222 Northfield Road, Northfield, IL 60093 or call 312-446-2952.■

Steve Lester (left), representing Paper Trade, Inc. consults with Allen M. Fox, executive vice president of North American Directory Corporation, printer of the Boston Metro Info Plus Yellow Pages. Lester is part of a network of customer service and technical specialists that works closely with customers to assure that the new colored and directory-weight groundwood papers from St-Raymond Paper meet printer and end-user needs.

New Roll Tissue Paper Dispensers Added to Company Product Line

Three new items have recently been added to the washroom products line of Bay West Paper Company of Green Bay, WI. Concept II is a plastic dispenser that holds five standard rolls of either single-ply or double-ply perforated tissue. As each roll is used up, the "wagon wheel" can be turned to bring the next roll into position. It cannot be turned again until that roll has been used up. Designed for use in medium-to-high steady usage areas where there is scheduled maintenance, the clear cover allows maintenance workers to monitor usage and replace empty rolls, eliminating the chance of tissue run-out.

For companies which prefer using jumbo-sized rolls of tissue in their washrooms, Bay West has an 11" Large Tissue dispenser and a 14" X-tra Large Tissue dispenser, both of which are



ideal for high volume usage areas which receive regularly scheduled maintenance. Both dispensers are made of poly carbonate plastic and are designed with serrated plastic edges for easy sheet tear-off.■

Linweave's 1987 Design Competition Under Way

On April 1st the starting gun was fired for Linweave Fine Papers design competition. Entries must use Linweave paper somewhere within the design, which will be judged for creativity and use of paper. Designers may enter as often as they like by simply filling out the entry form and submitting it to Linweave merchants, with the final deadline being December 31, 1987.

The grand prize winner will receive an 8-day, 7-night all-expense-paid vacation for two on St. Thomas, including air fare, first class accommodations and meals. Two stereo TVs will be awarded as second-place prizes, and three VCRs will go to the third-place winners.

Linweave will announce the competition through their own telemarketing and direct mail efforts as well as through their merchants. Winners will be notified by February 1, 1988.■

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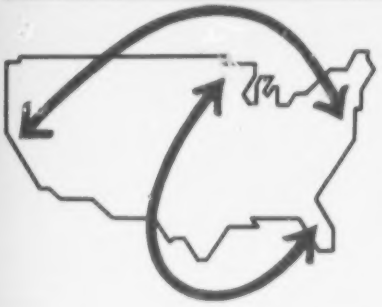

Professions Inc. is a 14 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 300 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

To find out how you or your firm can benefit from our services contact Carl Coco, Jr., CPC, Executive Vice President or Philip R. Gross, CPC, Vice President.

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(215) 323-9220

Body Language Can Help Sales Presentations

Several weeks ago *Printing News* published an account of a luncheon meeting of the Sales Association of the Graphic Arts. Their guest speaker was Philip Hallstein, owner of Hallstein & Associates of New York City, a consulting and sales training firm.

While advising that he wasn't going to give any interpretations of body language, Mr. Hallstein did emphasize that almost every position of the body results from an attitude or a reaction. Referring to a study of what makes people effective as communicators, three major points were made. First, the speaker knows what he wants and slants his questions toward a specific, desired outcome. Second is a sensory awareness, being alert to whether the effort was working. (This is where an observation of body language can be helpful in making this determination.) Third is being flexible so that you are willing and able to adjust your sales approach as necessary.

If a salesperson is really tuned in to what is happening, it might be wise, if things don't seem to be going too well, to suggest that another appointment be made when the prospect has more time or is in a more receptive frame of mind. By presenting the prospect with a choice, you give him some control of the situation—but with the proviso that you will be coming back at a selected time.

Mr. Hallstein told his audience that, "Someone will buy from you, respond to you, deal with you, if he likes you, if there is an affinity or rapport between you. On the other hand, he may buy from you if he does not especially care for you personally, but respects your competence and has trust that you know what you are talking about."

"When you walk into an office," Mr. Hallstein advised, "you want to develop a rapport quickly, get the other person to like you, feel comfortable with you and respect your competence. This requires flexibility to adjust quickly to different people."

The old ploy of commenting on trophies or pictures has reached the point where it is a turn off for most people. Use it only if you truly share a similar interest or have a genuine knowledge of the subject. Instead, try to find how much overlap you share in common experiences.

Another approach is to use the pace of the prospects words on him. Don't speak too fast (you should even try to adjust your own speech rate to that of your prospect so that you get into synch with him), and use words and phrases that are similar to what he is using to make him feel more comfortable.

Body language is important in nonverbal rapport, helping you to get your prospect in tune with you—and giving you a clue as to whether or not you really are in synch. (This is on a subliminal level.) If a shift in your body position is answered with a corresponding movement on his part, it would indicate that there is some degree of rapport between you. For all this to happen, of course, demands that you be both attentive and aware as well as flexible, so that you can sense your progress and be ready to switch to another approach if necessary.■

Sales Briefs

ALCAN FOIL PRODUCTS of Louisville, KY has appointed Merchants Sales Company, Greensboro, NC, as factory representative for their institutional foil product line. Merchants Sales territory will be North and South Carolina, Virginia, Washington, D.C., Maryland, Delaware and Eastern Tennessee.

NEENAH PAPER had its CLASSIC® Linen papers used for the 1986 Illustrators Workshop Program Brochure.

John de Cesare designed the brochure which marked the programs tenth anniversary, as well as the Workshop Certificate and the Neenah Sketchbooks that were handed out at to the program's attendees.

PACKAGING CORPORATION OF AMERICA has, for 28 years, designed and manufactured corrugated containers used to ship vegetables around the country. The company has printed a new, full-color brochure entitled "Meeting the Growing Needs of Agricultural Packaging," which can be obtained by writing: Packaging Corp. of America, Communications Services, 1603 Orrington Avenue, Evanston, IL 60204.

GILBERT PAPER of Menasha, WI has introduced several new colors for its GILBERT® oxford Bond, a patented premium correspondence paper with the appearance and texture of oxford fabric. Customers will now be able to choose from one white and ten colors in 24 lb. bond weight and matching 65 lb. and 80 lb. cover for letterheads, envelopes, business cards and promotion applications.

THE OHIO AND MICHIGAN PAPER COMPANY has presented its annual salesman of the year award to Phil Christensen. This is the second time that Mr. Christensen has won top honors in the five years he has been with the Toledo, OH company.

Phil Christensen (L) receives award from Ken Leininger, O&H president.

OUR MILLION DOLLAR INVESTMENT PAYS YOU BIG DIVIDENDS

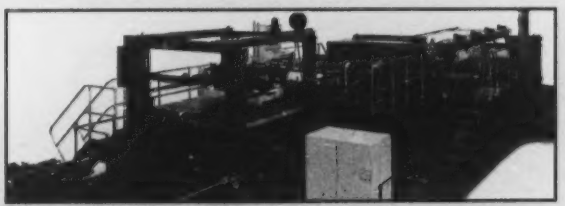
Your business is important to us. That's why we are willing to invest $1 million to earn it... and keep it. We just installed a new state-of-the-art Strachan Henshaw Twin-Rotary-Knife Sheeter so we can offer services that no other converter can offer. In fact, it's the only machine of its kind in the entire U.S.

The dividends are simple. First, it means better quality. Sheets that are cut square. Sheets that are cut to your exact specifications — in standard or custom sizes — with tolerances of +/-.015 to .020. Sheets that are clean, without dust and debris, so your customers will have fewer printing problems.

More dividends.Capacity and speed to deliver up to 7 tons per hour makes United Paper extremely competitive on truckload orders.

We bought this new Strachan Henshaw sheeter as a further commitment to provide the finest state-of-the-art equipment for merchants and mills. Combined with our four other sheeters, this new machine allows us to satisfy any need for both fine paper and board — whether it's for a thousand pounds or a million pounds. Take advantage of our investment. Call today.

To learn the complete United Paper story, send for our free 12-page corporate brochure and our new sheeter brochure. Or call us at 616/651-2337. In Chicago, Milwaukee or Minneapolis, 312/876-0615.



United Paper, Inc.

PRECISION SHEETING FOR MERCHANTS AND MILLS

One United Drive, P. O. Box 399, Sturgis, Michigan 49091

LINWEAVE FINE PAPERS, INC., headquartered in Holyoke, MA, has announced the appointment of Don Reggio as Southeast Regional sales manager. Working out of Atlanta, Mr. Reggio, who has a background in the graphic arts and paper industries, will service Florida, Georgia, North and South Carolina, Alabama, Tennessee and Mississippi.

CARROLL COMPANY has announced that Ken Parrish has joined the company as an account executive. Mr. Parrish, who has over 15 years experience in chemical and paper sales, will cover a territory that includes Ohio, Kentucky, Indiana, Michigan and West Virginia.

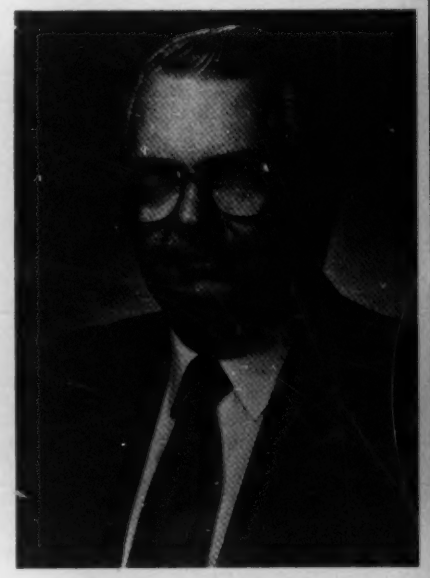
IFC NONWOVENS, INC. has started to market After-pumps™—pop-up wet wipes to clean your hands after pumping gasoline at self-service pumps. The wipes contain a detergent with a moisturizer and a light fragrance. The product has a minimum two year shelf life.

HAMMERMILL PAPERS GROUP has appointed Anthony D. Marek as sales representative in the company's Southeast sales region. Mr. Marek will work out of the Atlanta office and will be selling in Alabama, Mississippi and Tennessee.

APPLETON PAPERS INC., a subsidiary of BATUS Inc., recently appointed pointed George F. Sarris as senior sales representative for the company's Mid-Atlantic sales region. Mr. Sarris, who comes to Appleton Papers from the NCR Corporation, will be based in Washington, D.C.

GEORGIA-PACIFIC CORP. has named Fred Guaraldo director of sales for their Commercial Products & Systems Division. Mr. Guaraldo has had 13 years in tissue sales and manufacturing as well as 7 years in transportation industry marketing. He will be responsible for direction of all CP&S field and national accounts sales operations and personnel.■

Strathmore's Murray Grant Retires



Strathmore Paper Company has announced that Murray E. Grant, manager of advertising and sales promotion, retired on March 1st after twenty-two years with the company.

John G. Gallup, president of Strathmore, stated, "The talents and abilities demonstrated over many years by Murray have played a major role in helping to promote the Strathmore name. He will be extremely difficult to replace."

Grant began his career in the paper industry with a Detroit paper merchant following his graduation from Cass Tech with a printing major. After spending twelve years as merchant promotion specialist, and five years as an assistant advertising manager with a coated paper mill, Grant joined Strathmore. While at Strathmore, a company which produces premium quality bond, writing, text and cover papers as well as a complete line of artists' products, Grant served on the Cover and Text Promotion Committee of the American Paper Institute. He was also a member of the Board of Directors of the Engraved Stationery Manufacturers Association, as well as past president of the Springfield Advertising Club and past president of the Papermakers Advertising Association. He is a life member of the Adcraft Club of Detroit.

Though he has retired, Grant will continue to serve Strathmore in a consulting capacity.■

How Many Salespeople Are In Your Company?

On the face of it, it would seem to be a simple matter to answer that question. Careful consideration, however, would seem to indicate the our first, quick answer might not necessarily be the right one. Sure, its easy to say, "We have six people in our Sales Department," but that's because we think that our salespeople are the only ones responsible for making sales.

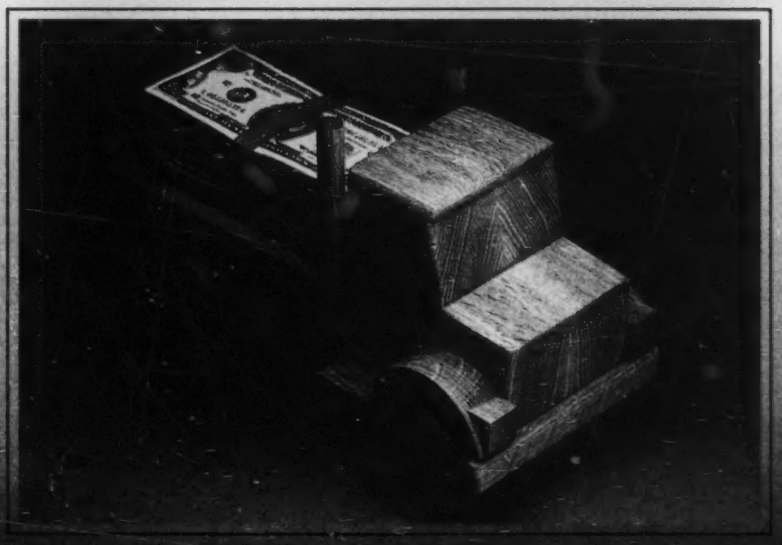
Granted, the salespeople (inside or outside) are certainly the ones in the forefront of the never-ending battle for sales, and are the ones who write up orders and find new customers. But what about the companies who are already your customers? Are your salespeople the only ones in your company that ever have any contact with customers? The answer to that question is obviously "No."

The switchboard operator talks first to customers who call up. The bookkeeper deals with questions about accounts receivable. The dispatcher handles delivery requests, truck drivers go to customers' premises, and secretaries often interface with customers in the course of the business day.

It quickly becomes apparent that, while a salesperson may go out and get the business, whether you *keep* the business is dependent in large measure on how well *everybody* in your company treats your customers. If one of your customers has a problem of some sort, and that problem is made worse by sloppy handling of requests for help, or an uncaring attitude, no matter how good the salesperson is, you stand a good chance of losing the account.

The real answer to the question in the headline is simple to find. Just answer the question, "How many people work for your company?"■

Service You Can Bank On.



country, providing you regional access to our entire product line. So you can order hassle-free, amalgamating small quantities for quick turnaround, higher turnover and fatter profits.

What's more, we've made it policy *not* to oversell our mills, because we know how backlog delays can force buyers to hedge and over order. Instead, we work together with you and commit to a business plan geared to your forecasted needs. So we keep backlogs consistently low and ship on time. Period.

The bottom line: Good news or bad, you'll get it [illegible]

Rely on the Calendar, Not Your Memory

Congratulations! You've just made a nice sale and you're ready to move on to your next customer. Based on the amount of product you just sold, you make a mental note to call back at some future date. If that is all you do, sooner or later, no matter how good you think your memory is, you're going to forget when that next sales call is due.

The least that could happen is that the customer will suddenly find himself running short of your product—and get annoyed that you forgot to remind him to reorder. The worst that can happen would be for a competitor's salesperson to be there when the need to reorder arises—and you lose the sale.

There is a perfectly simple way to avoid this aggravation (and to help improve your sales)—before you leave your customer's premises mark your appointment calendar with the date of your callback. If you don't know how long the stock shipment is supposed to last, ask! Then pick a date far enough in advance of the expected runout date to get in touch again with your customer. Remind him that you know it is time for him to reorder. If you do this on a regular basis, you will not only get the reorder, but will win your customer's gratitude because your obvious attention to his needs will mean that there is one less detail that *he* has to worry about. (And don't pass up the opportunity to ask if he needs any of the other products you sell or if he is intending to do any upgrading of the products he already buys from you.)■

Hammermill Marks 75 Years of Advertising

The first advertisement for Hammermill paper appeared in the May, 1912 issue of *The Saturday Evening Post*—a 3 x 8 inch column ad that claimed businesses would save money by switching to Hammermill Bond.

No other paper mill has been advertising mill branded products distributed through paper merchants for as long as Hammermill. This long history of advertising has made Hammermill one of the country's best-known brands. As the company starts its 76th consecutive year of bringing its name and products to the attention of the public, the number of magazines carrying the message will reach 40, including specialized publications such as *Advertising Age, American Printer,* and *PC*.■

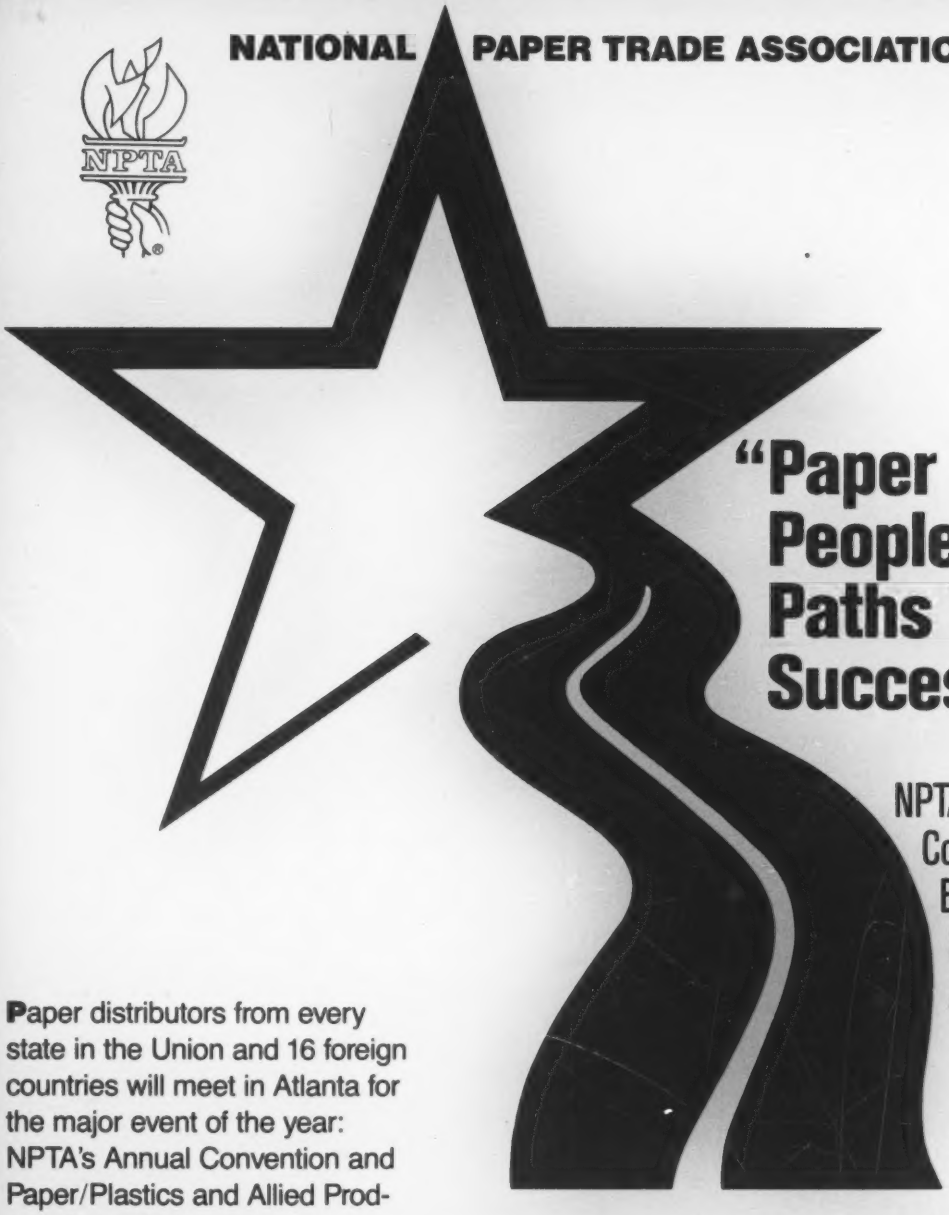
Big Budget Ad Campaign to Introduce New Brand of Bath Tissue to Public

If you haven't heard of Angel Soft®, a new premium-quality brand of bath tissue from Georgia-Pacific, you soon will. Extensive market research showed that softness is the most important quality consumers look for in a bath tissue. The research also indicated that increasing numbers of people are "trading up" to premium grades of tissue, and that over 60% of sales now are in this category.

To launch the first premium brand to be produced in more than a decade, G-P has embarked upon a major advertising campaign, including prime-time network television, print advertising and merchandise promotions. Sterling Holloway will narrate the TV ads, which feature baby angels and rolls of Angel Soft tissue floating through the sky. Packages of Angel Soft will feature buy one/get one free offers, full-page, free-standing inserts will provide high-value coupons and full-page ads in major women's magazines will offer a free package of Angel Soft.

Georgia-Pacific's mills in Washington, Arkansas, Florida and New York have made G-P one of the largest producers of tissue products, including Coronet®, Mr. Big® and MD®.■

NATIONAL PAPER TRADE ASSOCIATION, INC.



"Paper People Paths To Success"

NPTA Annual Convention and Exposition
September 19-22, 1987
Atlanta, Georgia

Paper distributors from every state in the Union and 16 foreign countries will meet in Atlanta for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '87 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, nonwovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '87—The Show, The Meetings, the Special Events . . . all waiting for you in Atlanta!

Exposition Management:
Scherago Associates, Inc.
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Sponsoring Organization:
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

One Company's Experience with Scott Paper's START Program

An unusual application of the telemarketing concept, operated by a manufacturer for the benefit of its distributors.

As one of the largest paper and maintenance products distributors in the mid-Atlantic United States, Harrisburg Paper Company in Harrisburg, PA, knows that obtaining new sales is a key to success.

That's why the company, which services accounts in the five-state area of Pennsylvania, New Jersey, Maryland, Virginia and West Virginia, decided to participate in a new telemarketing program offered by Scott Paper Company. Called START, for Scott TelemArketing Resource Team, the program gives distributors the opportunity to take advantage of telemarketing without making the investment required to set up their own system.

"When Harrisburg Paper Company was first approached and asked to join the START program, the company had already tried other telemarketing efforts with little success," says Robert A. Reddy, manager of marketing operations for the distributor.

Based on the company's long-term relationship with Scott, Harrisburg Paper decided to give START a try. After working with Scott to decide what was needed to make the program a success, Harrisburg generated a list of house accounts for START to call from.

"I screened that list because the first program was for cloth-replacement wipers and there were customers on that list that would not offer the opportunity for wiper sales," explains Reddy. "Then we went back and talked to our sales force and generated a list of accounts by sales rep. I talked to each sales rep and they audited their lists, crossing out those they believed were not prospects for wipers."

START Makes Offer to All on List

"START took the list provided by Harrisburg Paper Company and began to call all the names on that list," says Belle Patton, manager of direct marketing for START. Every person contacted was offered a trial offer package of cloth-replacement wipers for an initial order. The trial offer was two cases of Scott® wipers, and included in the offer was the Scott guarantee of satisfaction which said if the customer was not satisfied, the wipers could be returned for a refund from Scott on the unused wipers.

Then, the names of all customers who had purchased the trial offer were given to Harrisburg Paper Company for follow-up.

"We offered customers the chance to try a new product at absolutely no financial risk," says Patton. "If they liked the product, they could reorder through Harrisburg Paper. If they didn't like them, they could get their money back from Scott."

For Harrisburg, the START offer had two benefits. First, it helped Harrisburg introduce existing customers to new products, and second, it supported the Harrisburg sales team and helped them expand the product line.

"In addition," says Reddy, "START provided the Harrisburg sales staff with complete information on each sale, and they shipped the products and arranged for a follow-up sales call."

Few Returns From Trial Offer

The vast majority of customers who accepted the offer decided to keep the Scott cloth-replacement wipers they received. "In fact," says Tony Myers, vice president of marketing for Harrisburg, "more than 90 percent who tried the wipers stuck with them. I don't know of many situations where we had a problem with the customer on the wipers."

"I've noticed from our customer service department that there are a lot of orders coming in from Scott and very little returns," continues Myers. "That indicates to me that people liked the product, and that they have been treated well by Scott during the presentation. I think the entire program has been beneficial to us."

Customer List is Important for Success

While the list provided to START by Harrisburg Paper Company was made up of existing customers, not all those on the list were the distributor's biggest clients.

"They were all active accounts, but they may

NPTA Supports Telemarketing Efforts

Companies want to make sales. They want to sell to their existing customers and they want to sell to new customers—and the world is full of potential new customers. Many companies rely on an outside sales force to get their product(s) into the marketplace, a tried and true method with a long history of success. But there are strict limits as to what can be accomplished by even the best of salespeople who travel around from customer to customer.

The main limitation is one that everybody has to cope with: time! No matter how successful, how rich and powerful we are, we don't get any more minutes in an hour than anybody else. Faced with ever-increasing costs for in-person sales calls, and the realization that the number of calls that can be made in a day are limited by time constraints, there is an increasing amount of interest in telemarketing.

For telemarketing to become a truly valuable sales aid, however, requires more than a telephone and a directory. As with any other sales campaign, it has to be well-planned in advance. To help our members gain a better understanding of what is involved in managing a telemarketing program, NPTA offers S. Michael Zibrun's "Win-Win Telemarketing for Wholesaler-Distributors," a training program produced by the National Association of Wholesaler-Distributors. The cost is $138, including shipping, payable in advance by charge card (MC, Visa, Amex) or check. (International orders cost $140 and require that funds be in U.S. dollars drawn on a U.S. bank.)

have bought only $200 worth of products from us last year, or they may have bought a quarter of a million dollars worth of products," says Reddy. But none of those on the list was an active buyer of Scott® cloth-replacement wiper products.

"We didn't have a wide range of products into those accounts," says Reddy. "This was an opportunity for us to expand our product lines in those accounts and to help build a better relationship with them."

Using lists of existing customers did raise an issue among Harrisburg Paper Company's sales representatives—the issue of confidentiality.

"Distributor salespeople treasure their accounts, and they are very concerned about what an outsider is going to do with their business," explains Reddy. "A customer list is the livelihood of a sales representative, and he or she is very concerned that a customer list will go only where it is sent and nowhere else."

START and Harrisburg solved that problem in two ways. At its sales meetings, Harrisburg kept its staff informed about the telemarketing program, and made sure they knew what was going on at all times. "In fact," says Reddy, "the company even played a tape of a telephone sales call for each sales representative, so that they would know exactly what their customers were being told."

What makes a program a success? "A very big plus is the Scott name. The professional presentation provided by the START representative, boosted by recognition of the Scott name, made this telemarketing program a large success."

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ACTIVITY

Producer Price Index Trends Reported

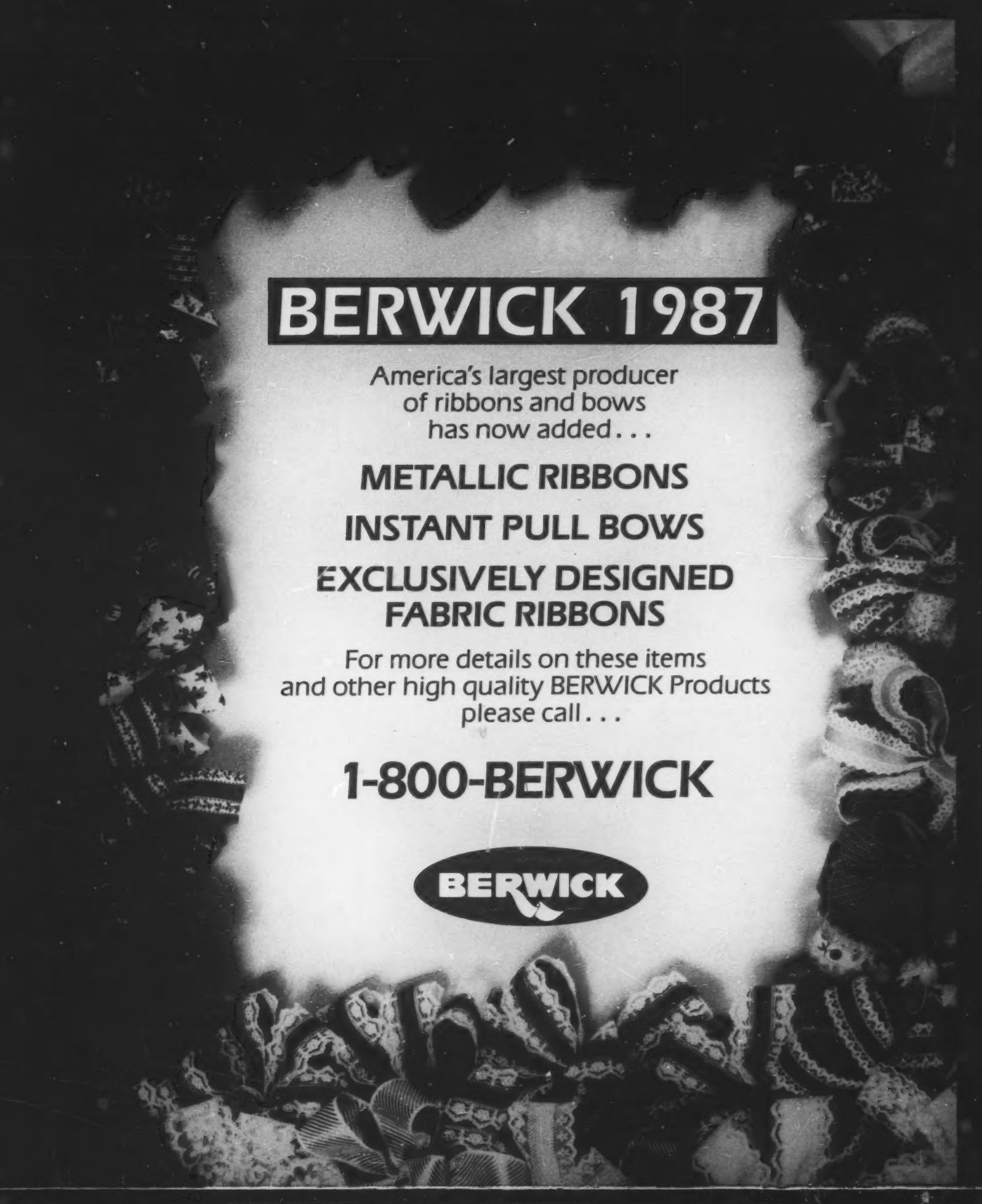
Producer price indexes tracked by the Bureau of Labor Statistics (monthly) for printing and writing paper were last covered in the October, 1986 issue of *MN*. Below is an update of price trends, by selected printing paper grades, through the 4th quarter of 1986 (October, November, December). Total printing and writing paper prices rose 3.9% from December, 1985 to December, 1986, according to the BLS, with form bond grades rising most rapidly.

Printing & Writing Paper
Producer Price Index Trends
By Select Commodity Grades

(Index Base 1967 = 100 unless otherwise noted)	End of Month: 1986			Percent Change From 12/86
TYPE PAPER	October	November	December	(Unadjusted)
Total Printing & Writing Paper (Except Newsprint & Packaging)	304.3	305.8	307.0	3.9
—Uncoated Publication & Printing[1]	241.4	245.9	249.1	4.1
—Printing Paper, Coated 2-S, #3[1]	233.8	234.8	235.2	0.4
—Printing Paper, Coated 2-S, #5[1]	275.4	275.4	275.4	−6.2
—Printing Paper, Coated 2-S, Other[2]	120.8	121.7	122.2	−0.5
—Book Paper, #3 Uncoated	285.2	287.0	288.2	6.5
—Other Book Printing Paper, Uncoated[2]	105.6	107.1	108.2	9.6
—Form Bond, 15 lb.[3]	148.6	149.3	149.3	15.6
—Other Form Bond[2]	104.5	104.0	104.0	12.6
—Cover Text[2]	123.8	124.5	124.5	5.1

(1) 12/73 = 100 (2) 6/81 = 100 (3) 12/75 = 100

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Producer Price Index.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NPTA Reports to Members at Regional Meetings

In an effort to improve NPTA's membership services, the Association's board of directors instituted a regional meeting schedule for members of NPTA. They began in March in the New York area and will continue around the country.

Bringing important business information to those who can use it at member companies is one of the main functions of the National Paper Trade Association. The Association currently provides information in many areas through direct mail, telephone and *Management News*. These avenues, NPTA's board realized, provide little feedback—little opportunity for give-and-take.

The establishment of regional member meetings, it was felt, would give NPTA members a chance to share their ideas and gain some new insights. The program is working.

The Meeting

The regional meeting concept as created by NPTA brings together member merchants in a specific area to hear a business conditions report on their region (one that has only been available to some members). The QBCR (Quarterly Business Conditions Report) as it is called, tracks 10 important financial and operating ratios that are broken out for printing and industrial across NPTA's nine statistical regions.

Members get to see these results graphically through a slide presentation and time is left for discussion. Beyond that, an update is given on NPTA services and how these can be used to save each company money.

"In addition to reporting statistics to the membership," said NPTA's president John J. Buckley, Jr., "we have the chance to meet members we may have never seen before. It allows us to make the Association and its services more real to the participants, and it shows the members that we are here to serve. Their wishes are turned into new services that benefit the industry," he said.

Future Plans

In addition to the dates already set (see listing), NPTA will be adding other cities and dates as opportunities arise in 1987. This program will be evaluated during the year and the board of directors will discuss extending the offering in 1988.

The need for greater visibility of NPTA's statistical reports and its services is the goal. Members who attend will certainly come away with a better understanding of industry business conditions on a local basis and, it is hoped, a better sense of what NPTA has to offer.

The next meeting will be held in Boston at a downtown hotel. The session will begin at 3:30 pm and run through a wine and cheese reception at about 6:00 pm. All Boston area members of NPTA are invited. If you do not receive an invitation in the mail, please call the headquarters office.

Regional Meeting Dates

March 11 - New York City
March 25 - Stamford, CT
May 21 - Boston, MA
July 21 - Los Angeles, CA
July 22 - San Francisco, CA
July 23 - Portland, OR
November 18 - Richmond, VA
November 19 - Washington, D.C.
To be announced - Chicago, IL

John Buckley, NPTA president, addresses regional member meeting in Connecticut.

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NPTA MANAGEMENT NEWS

MAY 1987

MN

1987 NPTA Convention & Exposition Preview

- Registration Forms
- Meeting Schedule
- Calendar of Events
- Special Events
- Spouses Program

1987 Paper People Paths to Success

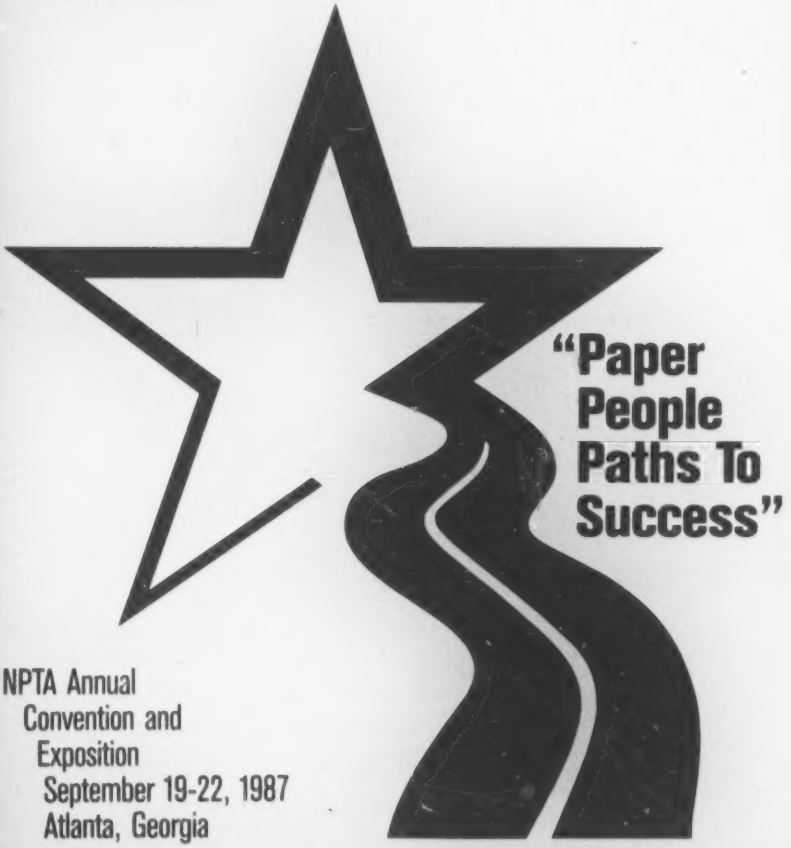
There is a whirlwind of activities planned for NPTA's Annual Convention in Atlanta this Fall. The largest gathering of the paper and allied products industry will help paper people on their paths to success.

NPTA Official Registration Hours

In the Apparel Mart, Atlanta, GA

Saturday, September 19: 8:00 a.m.–5:00 p.m.
Sunday, September 20: 9:00 a.m.–5:00 p.m.
Monday, September 21: 8:00 a.m.–12:00 Noon

Avoid registration lines on-site.
Pre-register by mail.



Reach for the stars at the 1987 Annual Convention of the National Paper Trade Association! All paper people—merchants, manufacturers, converters and mill reps—will join together to make the 1987 NPTA Convention and Paper/Plastics & Allied Products Exposition the greatest in the Association's 84 year history.

This September 19-22 will see 7,000 paper people converge on Atlanta, GA to share in what has become the premier industry event. All of the materials needed for registration, housing and special events tickets are included in this issue of *MN*.

Paths to Success

There are many paths that paper people may travel through their industry, but few "paths to success." The theme of this year's Convention and Exposition highlights the responsibility placed on the leaders of the industry to prepare the paths to success for their people.

Success does not come easy, nor is it handed to the seeker on a platter. Hard work is to success as gas is to a car. Without it, no one gets very far. "The responsibility that the industry leaders have," reports NPTA chairman Francis J. Houlihan, "is to show their people how to be successful. They must be shining stars that their employees will want to emulate."

Furthermore, industry leaders must give their people the tools to success. These tools can take many forms—sales training, up-grading of management skills, conference attendance, college courses, performance appraisals, specialized books and publications and compensation programs that are performance-based. These all give the executive's people the help they need to sharpen their skills, and the executive, a leg-up on the competition.

Register Today

Join with your colleagues in the paper, plastics and allied products industry as they journey on their "Path to Success" that leads to Atlanta, GA for the 1987 NPTA Convention and Exposition. This year's program is filled with unique opportunities to meet, experience and learn about the trade—its trends and developments.

Make the time to participate in the many important meetings that are spread out through this four-day event. Your time will be well-spent.

How would you package this?

IVEX clearly knows how.

Fresh-Pak supermarket packaging for deli, produce, bakery and meat departments.

IVEX clear plastic trays add sparkle. Since shoppers can see the contents top to bottom, it builds consumer confidence and increases sales.

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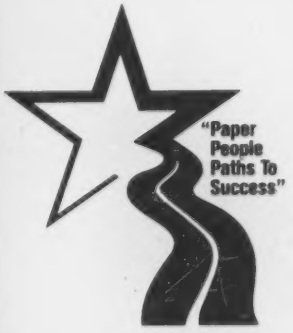
1987 Convention Program Focus: Paths to Success

All registered attendees are invited to participate in all meetings (except where noted). Mill people, manufacturers reps and non-member paper merchants are especially encouraged to join NPTA members to learn about the latest industry trends and developments at these Convention sessions.

Paper/Plastics & Allied Products Exposition Hours

In the Apparel Mart, Atlanta, GA

Saturday, September 19: 10:00 a.m.–5:00 p.m.
Sunday, September 20: 11:30 a.m.–5:00 p.m.
Monday, September 21: 8:30 a.m.–12:00 Noon



Stephen C. Zaremba

There are many special sessions at the 1987 NPTA Convention that will help paper people on their paths to success. Program information is provided here in as complete a fashion as possible at this time. If there are program changes between now and the Convention in September, readers will be advised in the pages of *Management News* in the coming months.

Use the following list, and the handy planning folder included in this issue of *MN*, to select the meetings you would like to attend. There are some surprises and new features this year, so read carefully. And, most of all, join your industry for what will be the most memorable Convention in the Association's 84 year history.

1987 is the Year

"NPTA has crafted a Convention designed to aid mill and merchant leaders in their quest for success," said John J. Buckley, Jr., NPTA president. "The great variety of top-notch programs, special meetings and events all combine to both challenge and inspire leaders to action."

Success is a measurable commodity. So is failure. Those who take the time to participate in their industry's educational activities and learn, are better equipped to be successful in their day-to-day business activities. These are the true leaders, and are the truly successful.

Come to Atlanta. Your "Path to Success" begins with the materials in this publication.

Major Program Attractions

The 1987 "Paper People Paths to Success" program is highlighted by the presentations of two well-known statesmen. President Gerald R. Ford will address the 1987 Chairman's Luncheon on Convention Monday, September 21st, at 12:30 p.m., bringing his perspective of both national politics and international affairs to luncheon attendees. And Elie Wiesel, the 1986 winner of the Nobel Peace Prize, will address the NPTA Convention at its "Main Event" on Sunday, September 20th, at 10:30 a.m. in the Atrium of the Apparel Mart.

"These high-caliber presentations at our 1987 Convention accentuates the value that the NPTA program represents," said Francis J. Houlihan, president of Fleetwood Paper Company and chairman of the board of NPTA. "Those who attend our meetings are treated to leading speakers and the best industry thinking on a variety of subjects."

SATURDAY

How Are We Excellent?
10:00 a.m.–12:30 p.m.

Stephen C. Zaremba, marketing and sales consultant

Adding value to service, improving response time and being "customer-oriented" all help to answer the question: How are we excellent? Mr. Zaremba is a specialist in the many ways to improve your company's operation through adding value for your customers.

He will demonstrate how excellence may be achieved through extraordinary product availability, extraordinary customer cost efficiency, extraordinary administrative support and through the use of extraordinary technology.

Excellence in customer service is a key ingredient in any company's path to success. This session will help you on your way.

YEF Luncheon
12:30 p.m.–1:30 p.m.

This special luncheon for Young Executives Forum (YEF) members is an opportunity for up-and-coming managers to meet and share experiences. Tickets required: $35 per person (Use the Special Events Form to order tickets.)

The clear-cut difference.

As a distributor of 3M industrial products, you know there's a clear-cut difference between 3M and other companies. It's a difference that contributes to your continuing growth and profitability.

There's a difference in 3M's heavy research investment that provides you with a steady flow of new, innovative and cost-effective products that are easy to sell.

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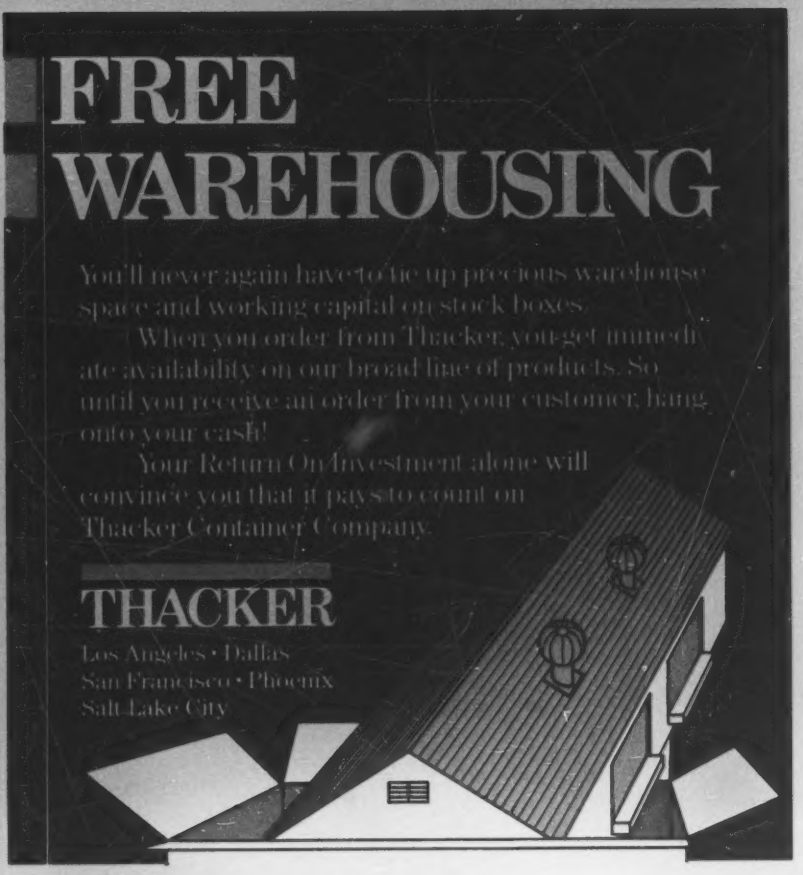
And that difference comes from 3M Carbonless Products Department; Industrial Specialties; Industrial Tape and Packaging Systems divisions.

Stop by the 3M Booth at the National Paper Trade Association Convention and Exposition.

3M



Francis J. Houlihan

Charles E. Case

YEF Workshop
1:30 p.m.–2:30 p.m.
YEF Members Only

In this closed session, Stephen Zaremba will present how young managers can take advantage of the techniques that he discussed in his general session.

Because this session and the YEF luncheon are closed sessions, information on joining the YEF may be obtained by contacting Bruce Linden at NPTA Headquarters.

New Horizons in Industrial Packaging
3:00 p.m.-4:30 p.m.

In 1984 the estimated merchant wholesale sales for packaging suppliers and equipment totaled over $4.7 billion. Because packaging has become so important to our industrial and dual members, the NPTA Industrial Papers Division will present a discussion of the new types of product opportunities available for merchants. Three knowledgeable supplier executives will discuss product trends in corrugated products, cushioning materials and films & tapes. In these discussions they will include how the products can be used, how they can be sold and some of the prospects for the future in these product areas. With the technology of packaging exploding into new areas never before thought possible, this session will assist you in becoming more aware of just what is on the market and what will be on the market in the near future. The program will also allow you the opportunity to stretch your imagination in providing these new kinds of packaging to your customers.

Paper People Paths to Success Reception
6:30 p.m.-8:00 p.m.

An open extravaganza, the "Paths to Success" reception will be the gathering place for all 1987 Convention goers. Everyone is invited and suppliers will be given three free tickets per booth or suite taken. Merchants will receive two free tickets per company registered. (Additional tickets are $15 each. Use the Special Events Ticket order form to purchase tickets.)

The "Paths to Success" reception will be held in the Apparel Mart's Atrium, probably the most stunning room in Atlanta for such an event. Plan now to meet your friends at the "Paper People Paths to Success" reception.

SUNDAY

The Main Event
10:30 a.m.-12:00 noon

Always a most informative program, this year's Main Event will be highlighted with a presentation by the 1986 Nobel Peace Prize winner, Elie Wiesel.

Dr. Wiesel's remarks should not be missed. His vast experience in international affairs made him a much sought-after advisor. U.S. presidents and leaders of other countries continue to seek his counsel.

The Main Event will also bring Convention attendees a report from NPTA's chairman of the board, Francis J. Houlihan. Mr. Houlihan's message, "Paper People Paths to Success," will demonstrate the need we all have to work with our people to make them all they can be.

Come hear these important presentations. The time is right. (Our mill friends are requested to have their breakfast meetings completed by 10:30 a.m. so that all may attend The Main Event and hear Elie Wiesel's important presentation.)

NPTA Annual Business Meeting
NPTA Members Only
12:00 noon-12:30 p.m.

The Annual Business Meeting of the National Paper Trade Association is an opportunity for members to learn of the activities of the Association in the past year. It is also a time to help forge the direction the Association

will take in the industry. New board members and officers will be elected at this meeting.

MONDAY

Business Papers and Hard Copy Supplies Market Forecast
10:00 a.m.-11:30 a.m.
Charles E. Case, director HCS Market Requirements Service
CAP International
Marshfield, MA

Part of paper distribution's future lies in filling the needs of those who produce printed materials and are not commercial printers. New technology has turned many in-house publishers into high-volume printers.

Charles Case will share the survey and analyses done by CAP International—a leading research organization that tracks changes in the graphic arts industry and is one of the fastest growing companies in the country. His organization has supplied information or has done studies for most of the major paper mills.

Case will review the growth in office automation and its use of paper, business papers market forecast, equipment and technology trends, the buying habits of printer and copier users and the newly emerging distribution trends—with an eye toward opportunities for paper merchants.

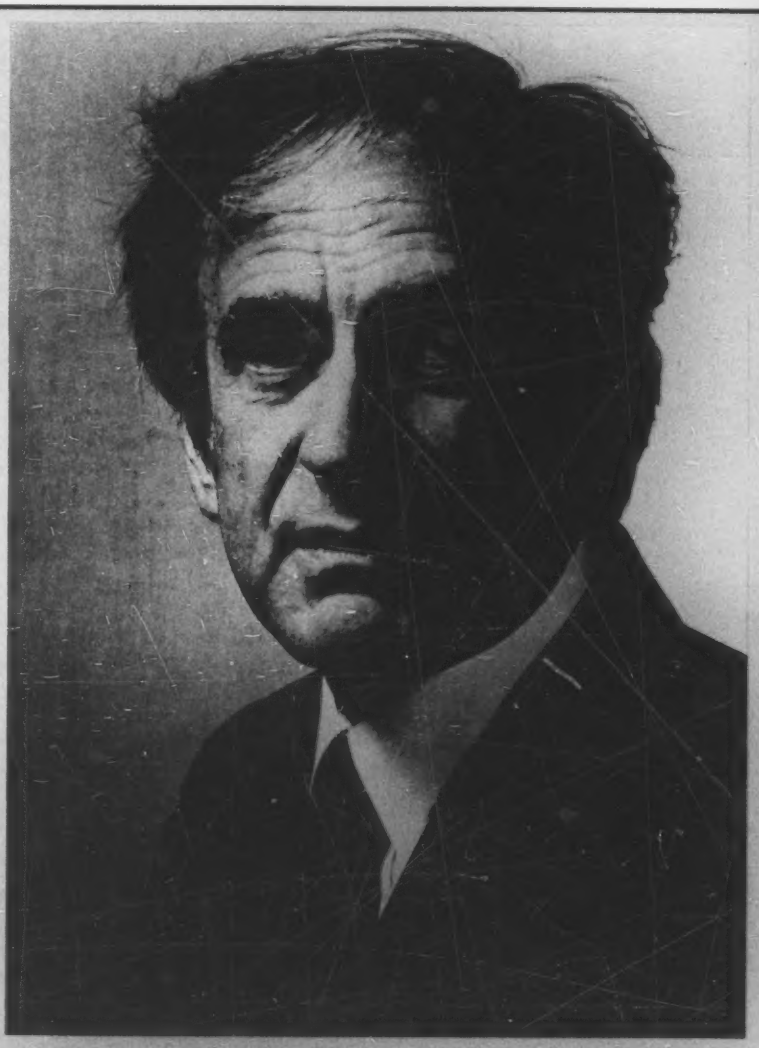
The Chairman's Luncheon
Reception: 12:00 noon-12:30 p.m. (cash bar)
Luncheon: 12:30 p.m.-2:30 p.m. (tickets required)

What has truly become a prestigious industry event, the NPTA's Chairman's Luncheon welcomes all Convention attendees. By virtue of its size and the high-caliber of its speakers, the Chairman's Luncheon is also the time when the Stanley O. Styles Industry Excellence Award is given to an outstanding industry leader.

The presentation of this award has become a momentous occasion for the paper and plastics industry. Its heritage is noteworthy, having been received by William Zellerbach, Albert Duval and Howard Ris. (The 1987 winner will be announced in an upcoming issue of *MN*.)

The keynote speaker for this important event will be President Gerald R. Ford. President Ford played a unique part in the history of our country and his presentation will be a revealing look inside the presidency for all who attend.

Tickets for the Luncheon ($75 each) may be purchased using the Special Events ticket order form in this issue of *MN*.



Nobel Peace Prize Winner Elie Wiesel

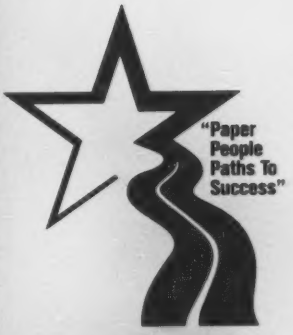
International Man of Peace to Address NPTA Convention

He was born in 1928 in Transylvania and spent his first 16 years there. In 1944, Elie Wiesel was forcibly taken from his home and incarcerated. From that time until the camps were liberated in 1945, he was held in Birkenau, Auschwitz and Buchenwald. He survived the ordeal and went on to become a trusted advisor to presidents and the winner of the Nobel Peace Prize in 1986.

Elie Wiesel has a list of credits and academic honors that is six pages long. He is a man of letters, a man of international affairs and a man of peace.

In 25 years, Elie Wiesel wrote 26 books and saw some of his works performed on stage. There have been 11 books written about him plus an award and a university chair named in his honor.

Elie Wiesel has received 104 awards for his outstanding service to humanity, including 38 honorary doctoral degrees. He won the Nobel Peace Prize in 1986.



Denis Zegar

Impact of Technology on the Paper and Plastics Distribution Industry—1987–2000
2:30 p.m.-4:00 p.m.

Following the Chairman's Luncheon

Critical issues facing paper merchants in these industries are the need to improve asset management and productivity as well as reducing distribution costs.

The new marketing possibilities of the 90s must be realized at costs no greater than today, and probably less.

This presentation will share with the audience, for the first time, the results of a landmark study conducted by the Paper And Plastics Education Research (PAPER) Foundation on how personal computers, telecommunications and scanning technology will be applied to these important management issues.

The impact of other developments in the computing environment such as networks, decision and support systems and artificial intelligence will also be considered.

All executives in distribution, both mill and merchant, will be affected by these developments. They should hear the findings of the most important study ever conducted in the industry.

TUESDAY

Substance Abuse: Paper Peoples Paths to Failure
9:30 a.m.-11:00 a.m.

Dennis R. Zegar, vice president, government service, National American Wholesale Grocery Association

More attention than ever before has been focused on the overriding significance to our society of substance abuse.

There is no faster path for personal and company disaster than substance abuse by any type of company employee. This is a problem that can travel to every part of your firm.

Paper distribution managers are examining the manner in which this concern affects their organization. This important session will discuss in detail issues such as how to recognize the problem, drug testing, employee assistance, union-management cooperation, legal issues and other subjects of concern. A corporate policy and employee communication material will be the cornerstones of all company programs.

Come learn how to keep your employees on the path to success.

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Fleet Lease Cost Evaluation Program

Charles Ditolla & Associates join the growing list of management services provided by NPTA to the membership.

With over 10 years experience in the leasing industry, Dr. Ditolla has become a recognized expert in the fleet leasing and the negotiating of fleet leases.

By appointment, during the convention, member firms will have their current fleet lease contracts evaluated and reviewed.

Make the most from your convention participation. Get this important company analysis done at no charge to your firm.

To make an appointment, and to determine what you need to do to prepare for this important session, call John Buckley at NPTA headquarters, 516-829-3070.

We'll tie up everything but your time and money!

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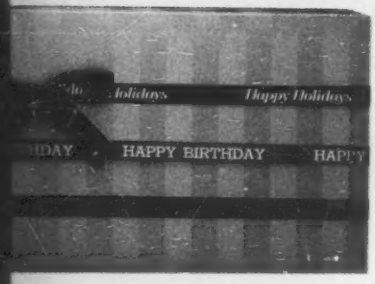
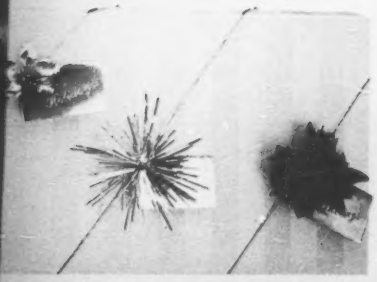
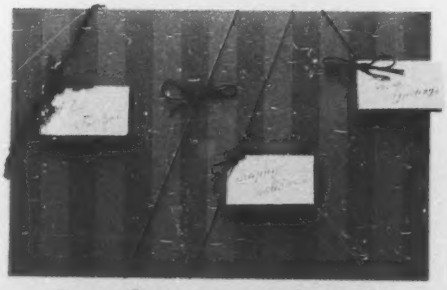


Ribbon Products

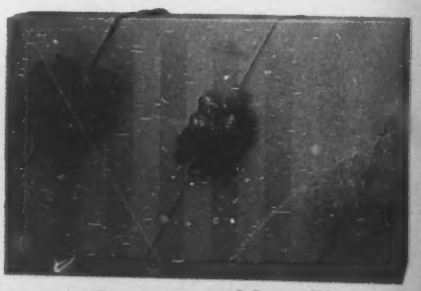
Cords and Tassels



Package Decorations



Stretch Loops and Cards



Bow-A-Ribbon™

President Ford to Speak at the 1987 Luncheon

His remarks about national and international affairs will reflect almost four decades of service to the nation.

Gerald R. Ford, 38th President of the United States, has the unique distinction of being the only person to serve as President who was not elected to the office.

He grew up in Grand Rapids, MI and attended the University of Michigan, receiving a Bachelor of Arts degree in 1935. He then attended Yale University Law School, graduating in 1941 with an LL.B.

After starting a career as a lawyer, President Ford entered the U.S. Navy in 1942. He served for almost four years, including two years aboard the aircraft carrier U.S.S. Monterey, which was attached to both the 3rd and 5th Fleets. In 1946 he was discharged with the rank of Lt. Commander, U.S.N.R., and resumed practicing law.

In 1948, the same year he got married, he was elected to the House of Representatives and was then re-elected every two years through 1972, serving 25 years in the House. He was chosen Minority Leader in 1965, and also served as permanent chairman of the Republic National Conventions in 1968 and 1972. In 1973, following the resignation of Vice President Spiro Agnew, Congressman Ford became the first person appointed to the position of Vice President by President Nixon, with Senate confirmation. When President Nixon resigned in August, 1974, Vice President Ford became President Ford, serving until January, 1977.

As a result of his service on the Presidential Commission investigating the assassination of President Kennedy, He wrote a book (with John R. Stiles) called *Portrait of the Assassin*. In 1979, President Ford's autobiography, *A Time to Heal*, was published.

President Ford has been the recipient of many awards and Honorary Doctor of Law Degrees, and he presently maintains an extensive schedule of speaking engagements around the country. Every summer, President Ford, as Distinguished Fellow of the American Enterprise Institute for Public Policy Research, holds a World Forum at his home in Vail, CO. At the first forum, held in 1983, President Ford was joined by several former world leaders who had held office at the same time as himself: Helmut Schmidt of West Germany, Valery Giscard d'Estaing of France, James Callaghan of Great Britain, and Malcom Fraser of Australia.

President Ford's remarks are expected to cover current national and international events and will bring the insights available only to those who have spent decades in public service, including the highest position in the land.

Record Exposition Expected in Atlanta this Fall

The Paper/Plastics & Allied Products Exposition is attracting exhibitors in record numbers to Atlanta this year.

On the heels of the great 50th Anniversary of the Paper/Plastics & Allied Products Exposition in Boston last year, the 1987 Show is expected to shatter all records. Last year's event drew 190 exhibitors taking 246 booths, and a total of 6,000 industry people. Expo '87 is expected to attract over 7,000 industry executives.

What's the Attraction?

The industry is growing and changing. Merchants and suppliers are realizing more and more that the Exhibit floor is the best, most economical way to meet the largest number of customers or potential customers.

The location of this year's Expo, at the Apparel Mart (see map, page 78) will increase the value and convenience of the Exposition. "This hall is one of the most modern and pleasant in the country," says Ed Ruffing, show manager. "The position of the registration areas, and the dramatic fountain in the entrance way, make the place something special. I know the paper distribution industry will enjoy the meeting."

There will be a few events scheduled in the Apparel Mart. An open social extravaganza is scheduled for Saturday, September 19th, in the Atrium of the Apparel Mart. All Convention attendees will be invited to this "Paper People Paths to Success" Reception, 6:30–8:30 pm.

In addition, the Main Event, the Convention's major session, featuring Elie Wiesel, 1986 Nobel Peace Prize winner, beginning at 10:30 a.m., Sunday, September 20th, is also scheduled at the Atrium. The Exposition will be open as the meeting ends.

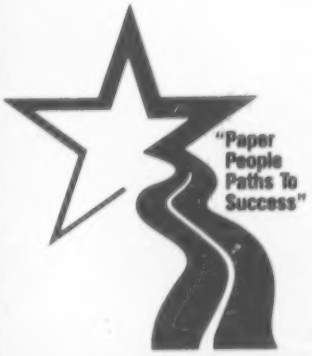
The Exhibition, nerve center of the Convention, continues to attract new exhibitors who are displaying new products. The growth of packaging, computer and janitorial supply exhibitors have greatly complemented the growing segment of exhibitors from the food service, sanitary paper and retail packaging areas. All of these areas of the Exposition are well-attended by an eager audience of paper merchants who spend a great deal of time at the show.

Registration Made Easy

The great success of a new registration system established last year will be continued for 1987. For all those pre-registering, badges will be sent out in advance. There is no need to wait on lines when you arrive, to pick up badges. There are a few other important reasons for pre-registering. Only pre-registered companies will be invited to the "Paper People Paths to Success" Cocktail Reception on Saturday evening. There is a 10% discount in the registration fee for non-members and mill representatives who pre-register.

Only companies who pre-register will receive the Official Convention Guide at their office *prior* to their departure for the Conven-

Reunion with Ed Bonner, former NPTA show manager at the 1986 Convention. From the left: John J. Buckley, Jr., NPTA president; Ed Bonner; Ed Ruffing, show manager.



tion. Be able to land at Atlanta already knowing where everything is!

For those who elect not to pre-register, the registration area will be in the lobby of the Apparel Mart on Saturday, September 19th, from 8:00 a.m. to 5:00 p.m., Sunday, September 20th, from 9:00 a.m. to 5:00 p.m. and Monday, September 21st, from 8:00 a.m. to 12:00 noon.

Increase the value of your attendees' participation by pre-registering. Having your badge in advance gives you immediate access to all NPTA functions as well as the Show.

All materials necessary for Convention registration are included in this issue of *MN*. They won't be repeated, so use them to register today!

Paper People Paths to Success Reception
Atrium of the Atlanta Apparel Mart
6:30 p.m.–8:00 p.m.

A unique concept, barrels of fun and an extraordinary location will make the "Paper People Paths to Success Reception" one of the social highlights of the 1987 Convention for everyone.

This new event has been added to the program for 1987. Everyone who has pre-registered for the Convention is invited to participate in this reception. On your way to mill/merchant activities, stop by the Atrium of the Apparel Mart, one of Atlanta's most interesting and beautiful locations. Join in the only reception that invites all Convention registrants who pre-register.

Invitations will be mailed out by NPTA to all suppliers participating in the Annual Convention as exhibitors or registered manufacturers holding hospitality suites.

Mark the Paper People Paths to Success Reception on your Convention schedule of appointments now. This special event, with its unique flavor and unusual setting will be the talk of the 1987 Convention and Exposition. Don't miss it.

The Paper And Plastics Education Research Foundation...

...Invites Your Support

The Paper And Plastics Education Research (PAPER) Foundation was created because there is a perceived need to have merchants and mills work together to study, understand and respond to changes, trends and developments in the distribution of paper, plastics and allied products.

The PAPER Foundation will work primarily on two levels; research projects developed and funded through regular Foundation activities, and research projects developed and funded through the special division of the PAPER Foundation, the Endowed Research Chair of Paper Wholesaling at the University of North Florida.

The PAPER Foundation Endowed Chair at the University of North Florida

There are several advantages of an Endowed Chair concept for conducting research:

- Top quality academicians can be attracted to conduct research. They bring years of experience, background and knowledge with them.
- The resources of a university (reference libraries, computerization, graduate assistants, pooled academic knowledge, etc.) can be harnessed for a project.
- All of the above mentioned resources can be used at a cost much less than the cost structure of professional consultants.
- A one-time payment to set up the Chair creates an ongoing income stream. This breaks the cycle of meaningful projects in search of funding. It will allow a majority of research time on the part of sponsoring organizations to be spent on managing the research and not fund raising.
- A regular stream of income will also allow for better planning of the effort. The Foundation can take on projects based on its regular budget.
- An opportunity to participate in the future of your industry.

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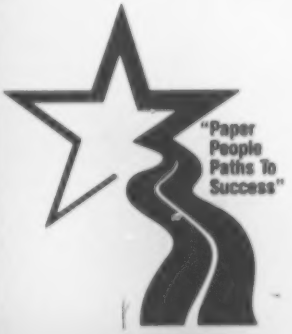
Convention '87 Spouses Will Find Atlanta a Treat

Four days of programs will highlight not only Atlanta but the gracious charm of the old South, as well.



Rosalynn Carter

Example of Atlanta's Architecture

FRIDAY, SEPTEMBER 18

11:30 a.m.—3:30 p.m.

TOUR OF THE CARTER PRESIDENTIAL CENTER: We will begin our afternoon with a luncheon at the new Carter Presidential Center opened in October, 1986. Mrs. Rosalynn Carter, former first lady, will address the group following lunch.

After the luncheon and speech you will have time to visit the Presidential Library which has 70,000 square feet of high-tech, razzle-dazzle, manuscripts, photographs and folk art. See a 30 minute film on our former presidents and a presentation on the 20th century presidents and the major issues which confronted them.

Tickets are required: $45. per person.

SATURDAY, SEPTEMBER 19

CHOOSE ONE

- Elegant Atlanta—
includes lunch
12:30 p.m.–4:30 p.m. ($37. per person)

- Presenting Atlanta—
without lunch
1:00 p.m.–4:30 p.m. ($25. per person)

ELEGANT ATLANTA: A smorgasbord of Atlanta architecture awaits the visitor on this tour, with the structures ranging from an imposing villa built between the two world wars to a humble plain style farmhouse dating from before the Civil War.

The first landmark on the tour is the impressive Governor's Mansion, a Greek Revival structure situated on a wooded estate. We will continue on, passing many wonderful mansions as we tour the Buckhead area.

We will proceed to the Swan House. A dream mansion built in 1928 for a prominent Atlanta family, it is now administered by the Atlanta Historical Society. The swan motif appears frequently in the luxurious interior, which has a splendid collection of furnishings. The award-winning boxwood gardens and an incredible, multi-tiered cascading fountain make the grounds memorable.

The Tullie Smith House restoration adjoins the Swan House. One of the few existing pre-Civil War houses in Atlanta, it authentically depicts the daily life of simple farming people in early inland Georgia.

There will also be a stop at McElreath Hall, home of the Atlanta Historical Society, with time allowed for viewing the current exhibit.

Lunch will be at the newly renovated Swan Coach House. This charming restaurant is located on the grounds of the Swan House.

Tickets required: $37. per person.

PRESENTING ATLANTA: You are invited to discover the changing, active world of Atlanta—a city moving to take its place among great cities. Your tour begins downtown, where you will see some of our country's most spectacular contemporary architecture, including the world's tallest hotel, the Peachtree Plaza, the Omni International Complex and the State Capitol, the dome of which is gilded with gold mined in north Georgia, site of America's first gold rush. Proceeding through the Sweet Auburn section, center of Atlanta's black business and cultural heritage, you will see the Martin Luther King, Jr. Memorial, as well as his birthplace and home church, Ebenezer Baptist Church.

We will next visit the Cyclorama, a unique memorial to the Battle of Atlanta. The 50 foot high, 400 foot circumference painting-in-the-round has three-dimensional figures, sound and light effects and narration to relive this famous 1864 Civil War battle.

Next, we'll proceed to Inman Park, close to the heart of Metropolitan Atlanta's downtown. A "small town downtown," Inman Park was Atlanta's first planned community, conceived and developed in the 1880s into a gracious garden suburb of Victorian mansions which

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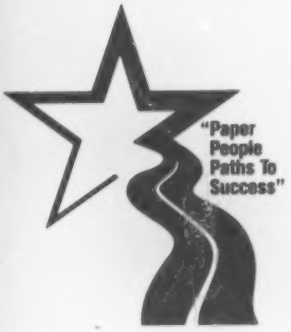


attracted the city's most affluent and influential families, including the Candlers and Woodruffs of Coca-Cola fame. Now listed on the National Register of Historic Places, there are over 300 homes in various stages of restoration.

Tickets required: $25. per person.

SUNDAY SEPTEMBER 20

CHOOSE ONE

- City of Homes, Newnan, Georgia—with lunch
10:30 a.m.—3:30 p.m.

- City of Homes, Newnan, Georgia (repeat)—with lunch
12:30 p.m.–5:00 p.m. *(The timing of this program allows those who wish to attend "The Main Event" feature Nobel Peace Prize Winner Elie Weisel in the morning time to do both.)*

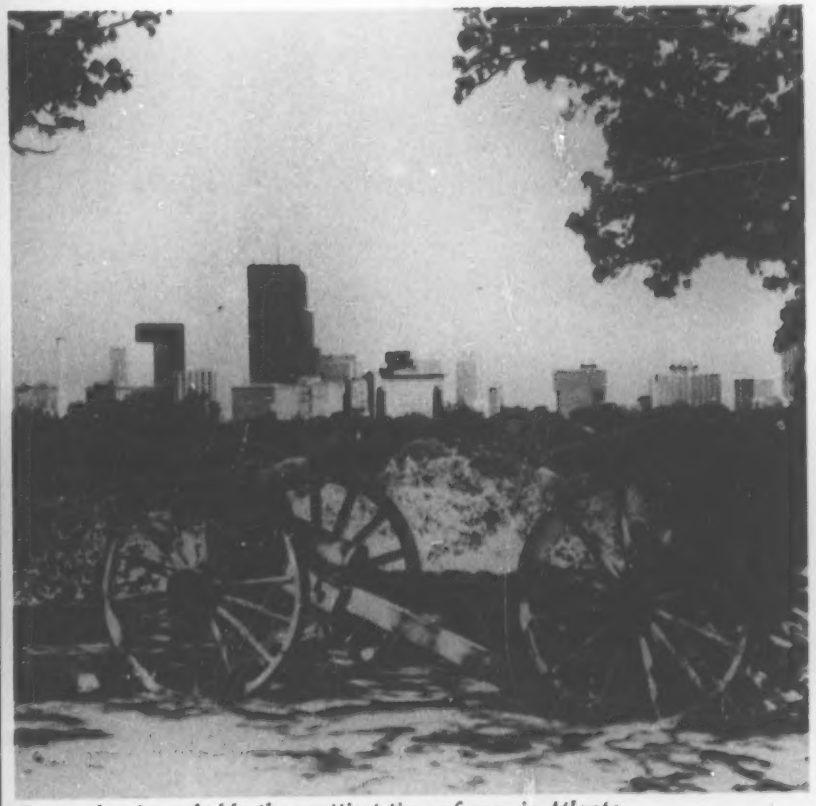
There is a place near the most important business center in the South that offers a quiet charm and graciousness recalling bygone days. The place is Newnan, in Coweta County. Serene neighborhoods abound. Numerous antebellum and Victorian homes are beautifully intact, standing as a backdrop for a slower-paced lifestyle. In the 1920s, Newnan had more millionaires per capita in residence than almost any other community in the nation.

A day in Newnan offers you a tour of at least two of the homes of Greek Revival and Victorian architecture circa 1840–1916. The interiors have been restored where needed and the furnishings are beautiful. Also to be seen is the Male Academy Museum, operated by the Newnan-Coweta Historical Society and featuring changing exhibits.

You will go by the Coweta County Courthouse where you'll see an outstanding formal courtroom, and the old jail, both sites of John Wallace's trial and detention in the non-fiction bestseller, "Murder in Coweta County."

Luncheon will be served by gracious hostesses in a charming tea room and afterwards, you will have a chance to browse through 7,000 square feet of hand-picked imported English and American antiques, collectibles and gifts.

Tickets required: $40. per person.



September is probably the prettiest time of year in Atlanta.

MONDAY, SEPTEMBER 21

9:15 a.m.–10:15 a.m.—Continental Breakfast
9:15 a.m.–11:30 a.m.

"THE REAL COKE, THE REAL STORY:" Staff writer, Thomas Oliver, goes behind the scenes at Coca-Cola and explores its decision to change Coke's formula.

What better place to hear the Coke story than in Atlanta, Georgia, the home of the "Real Thing."

The program begins with an elegant Continental Breakfast.

Tickets required: $20. per person.

All spouses programs require tickets. Use the Special Events Ticket order form to purchase your tickets. Tickets for all events may not be available on site.

The largest paper distributor/converter is still growing.

Since we became Paper Corporation of America, we have continued to expand and improve our servicing capability. We now have 113 wholesale distribution locations, 12 manufacturing plants and 51 Paper Plus retail stores.

We are unique in being able to service our customers from these facilities in almost every major market in the country. This can be especially important to customers with multiple locations, as well as for those suppliers who are looking to us to get their product to market.

Our distribution companies

- Baldwin Paper
- Carpenter Paper of Nebraska
- Copco Papers
- Garrett-Buchanan
- LaSalle Messinger Paper
- Mid-Continent Paper
- Monarch Paper
- Paper Corporation of United States
- Rourke-Eno Paper
- Saxon of Florida
- Saxon of New York
- Seneca Paper
- Unijax
- Unisource
- Universal Paper

Our converting companies

- Central Paper
- Coastal Plastics
- Quality Park Products
- Unijax Converting
- Wyomissing

Our marketing programs

- Copysource®
- Econosource®
- Paper Plus®
- Sphinx®
- Tailored Brands™
- Websource®

PCA™

Paper Corporation of America

An ALCO Standard Company

OFFICIAL GUIDE to the NPTA Convention & Exposition

Atlanta, Georgia September 19-22

The MN Official Guide

This year THE OFFICIAL GUIDE to NPTA's Convention and Exposition will be better than ever! In just two short years, THE GUIDE has become the most important and most used publication of the show!

More suppliers than ever (over 80 companies) chose to place their important advertising message in *MN* during the show. They chose *MN* because it is truly the ONLY OFFICIAL publication and the ONLY one that gives advertisers total coverage.

Advertisers know that they don't need to spend additional budget dollars placing ads in other publications when they can reach a greater audience at far less cost!

MN's OFFICIAL GUIDE reaches ALL who attend the Convention *BEFORE* any other publication! It is distributed to attendees *BEFORE* they leave home for the Convention, and AS THEY REGISTER at their hotel rooms for easy reading and preparation. Distributors will use *MN'S OFFICIAL GUIDE* to plan their Convention participation.

But *MN* goes one step further. *MN* reaches all NPTA members, non-members and suppliers who cannot attend the Convention, and for all those who do come, they receive the *OFFICIAL GUIDE BEFORE* they leave home! So, for the cost of a single insertion you can reach the entire industry *TWICE*—once before the Convention and once during the Convention! No show daily can do that, or get your message to the audience before *MN* does!

Closing date for *MN's Official Guide*

to the 1987 NPTA Convention

& Exposition is

July 1, 1987

This Very Special Issue Also Includes:

Exclusive Convention Information

MN carries the only OFFICIAL schedule of events. This will reduce the fragmented and often incorrect information that has been given out in the past by other publications.

Exclusive Products & Supplier Directories

MN is the *only* publication that provides listings of suppliers along with their product descriptions and the personnel from each of the companies who will be on site. These sections are also used during the year by participants as a handy guide to the key suppliers to the industry.

Hospitality Suite Locations

This year *MN* will provide (on a daily basis) lists of all OFFICIAL Hospitality Suite Locations. This will be distributed to ALL attendees.

Exclusive Exposition Floor Information

Only *MN* features the *OFFICIAL* floor plan including the listing of all the 1987 NPTA Exposition participants and their booth numbers.

Extensive Distribution

No other publication will speed your advertising message to as many readers as *MN's Official Guide.* Our publication will be distributed to attendees *as they register* in their hotels (distributed by hotel registration desk personnel), through NPTA registration and to all subscribers. *No other Convention publication gives your advertising message this coverage!* So even those merchants *NOT* attending the show will see your important advertising message!

In all, the total circulation of this issue will be well in excess of 17,000 copies. *MN* will also issue up-dates on both Sunday and Monday of all newly arrived registered manufacturers' and exhibitors' hospitality suite locations. Your ad can now reach the entire industry with one publication insertion!

Super Value

Don't miss this opportunity to reach YOUR most important audience in the most cost effective way. Your single budget dollar spent with *MN* buys more than $2 worth of advertising. And, *MN* gets to the audience *TWICE,* once prior to the Convention and once during the Convention! Over 17,000 copies will be circulated. Quadruple your impact!

ALSO: The dailies are thrown away while *MN* is kept and used throughout the year as a *REFERENCE GUIDE* to the key suppliers to the Paper, Plastics and Allied Products Industry. *MN* continues to be the very best value in helping suppliers reach their audience at the very best price and in the most high-interest environment. Don't miss this *SUPER VALUE!*

"Paper People Paths To Success"

To place your insertion order or for further information contact:

MN

Richard J. Lerman,
MN Advertising Director
NPTA, 111 Great Neck Road,
Great Neck, NY 11021
(516) 829-3070

1987 Convention & Exposition Policy Statement

The National Convention of the paper/plastics and allied products distribution industry is held each year to create a legal forum for the exchange of product information and management ideas among paper merchants, suppliers, and manufacturers' representatives.

This annual meeting and the related Paper/Plastics & Allied Products Exposition is organized, coordinated, promoted and planned by the National Paper Trade Association, inc. (NPTA). It is the purpose of the Association to encourage and foster the broadest, most convenient range of contacts between all industry representatives, in addition to providing an atmosphere of sociability and idea exchange. In order to accomplish these goals, NPTA makes the following policy statement for the annual event.

For Paper Merchants and Manufacturers Representatives

1. ***Support*** the efforts of the suppliers who exhibit at the ***Paper/Plastics & Allied Products Exposition.*** They are providing a most efficient and convenient way to meet key manufacturing executives and learn about new products.

2. ***Support*** the efforts of the registered manufacturers maintaining hospitality suites at the ***Official Convention Hotels.***

3. ***Attend*** the official Convention meetings and workshops, especially ***The Main Event*** on Sunday morning at 10:30 a.m. Invite your suppliers to attend; the meetings are for them also. Resist individual supplier appointments that conflict with Convention meetings and workshops.

4. ***Encourage*** your suppliers to participate in the Convention and Exposition at the Official Convention Hotels so as not to detract from the efficient operation of the meeting, by expanding the radius of their activities. Let them know that it is easier and more efficient for you, the customer, to visit with them at the Official Convention Hotels. Resist meetings in other locations.

5. ***Purchase*** tickets for the Chairman's Luncheon on Convention Monday for members of your firm and for your suppliers. By doing so you will be supporting the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** In addition, greater industry participation in this function will enhance the stature of the ***Stanley O. Styles Industry Excellence Award.***

6. ***Provide NPTA*** with feedback regarding positive and negative aspects of the Annual Convention and suggestions for change.

For Manufacturers, Converters and Suppliers

1. ***Look*** upon the NPTA Annual Convention and Exposition as the premier opportunity to meet with a maximum number of customers and potential customers in a most economic and efficient way. Come prepared, organized and directed to get the most out of this event.

2. ***Participate in the Paper/Plastics & Allied Products Exposition*** by using booth space on the floor of the show to meet the greatest number of customers and potential customers.

3. ***Maintain*** hospitality suites in the ***Official Convention Hotels*** because it affords paper merchant customers the efficiency of visiting a maximum number of suppliers in a minimum amount of time.

4. ***Maximize*** your influence and presence at the Convention and Exposition by informing attendees of your products, services and the whereabouts of your company by advertising in the **only official** Convention publication: **MN's Official Guide to the 1987 Convention & Exposition**

5. ***Attend The Main Event*** on Convention Sunday at 10:30 a.m. Encourage your customers to attend. Do not schedule meetings to conflict with NPTA meetings, and attend as many meetings and workshops as is feasible.

6. ***Inform NPTA*** of your reception and other social plans, so that the Association can assist you in finding proper space. In addition, the Association can inform you of other supplier plans, so that conflicts do not arise with similar paper merchant groups that may be invited to receptions and other social events. NPTA is here to assist you so that all suppliers may derive maximum benefit from the events you schedule.

7. ***Purchase*** tickets to the Chairman's Luncheon on Convention Monday. It is the only "official" social event of the Convention. Attend the event yourself and invite your customers. Make it part of your Convention planning. In addition your attendance supports the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** A large turnout also will assist in enhancing the stature of the ***Stanley O. Styles Industry Excellence Award*** which will be presented at the luncheon.

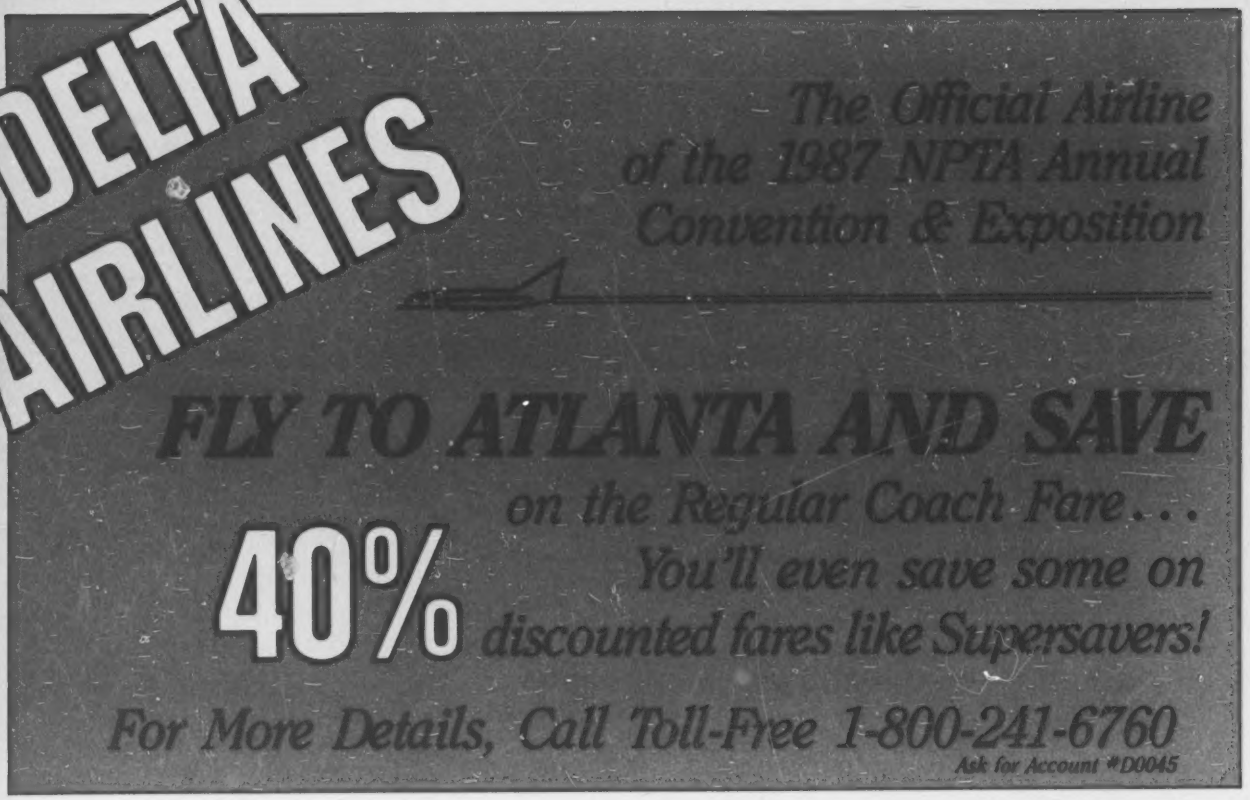
8. ***Request*** badges for your official staff **only**. Unofficial badges given to merchant customers or others to avoid nonmember registration fees will result in embarrassment and suspension from participating at future Conventions. Don't forget, **only** paper merchants and manufacturers representatives are allowed to attend. End user customers are **not** welcome.

9. ***Provide NPTA*** with feedback regarding positive and negative aspects of the annual event and suggestions for change.

If any questions should arise regarding the above code of conduct, please contact John J. Buckley, Jr., NPTA president at 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

For information on exhibiting at the Paper/Plastics & Allied Products Exposition, contact: Ed Ruffing, exhibit manager, Scherago Associates, 1515 Broadway, New York, NY 10036; 212-730-1050.

To place an ad in the **Official Guide,** contact Richard J. Lerman, director of advertising, **Management News** magazine, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.



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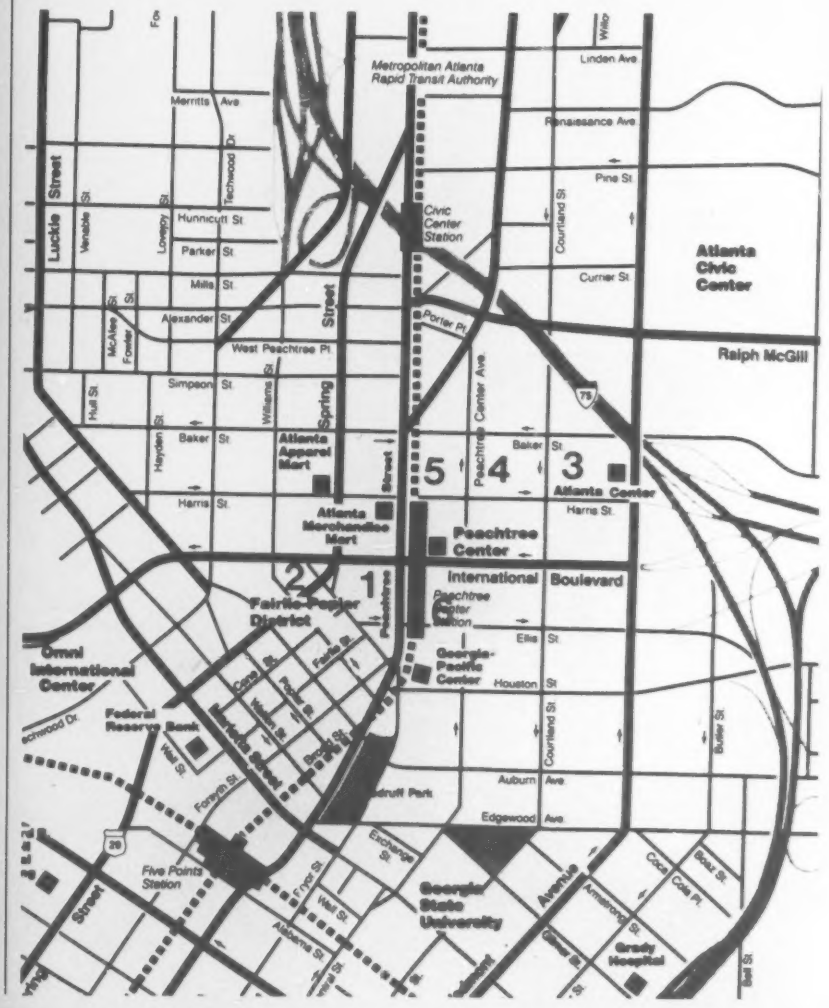
Atlanta: A Busy Atmosphere Tempered by Southern Charm

One of the nation's major success stories, Atlanta offers up-to-the-minute high tech while maintaining its agreeable pace of life and respect for its past.



Atlanta is celebrating its 150th birthday this year. It started life as the wilderness town of Terminus, so called because it was to be the meeting point of some of those newfangled things called railroads which were just beginning to snake their way across the countryside. After a brief span as Marthasville (in honor of the Governor's daughter), it has been Atlanta ever since 1845.

By the time the Civil War started, three railroads converged on Atlanta, a situation which made the city a major asset to the Confederacy—and a prime target for the Union's armies. Atlanta paid the price in 1864 when it was destroyed, an event never to be forgotten thanks to "Gone With the Wind." Atlanta commemorates the battle in the Cyclorama, a detailed painting in the round which stands 50 feet high by 400 feet in circumference.

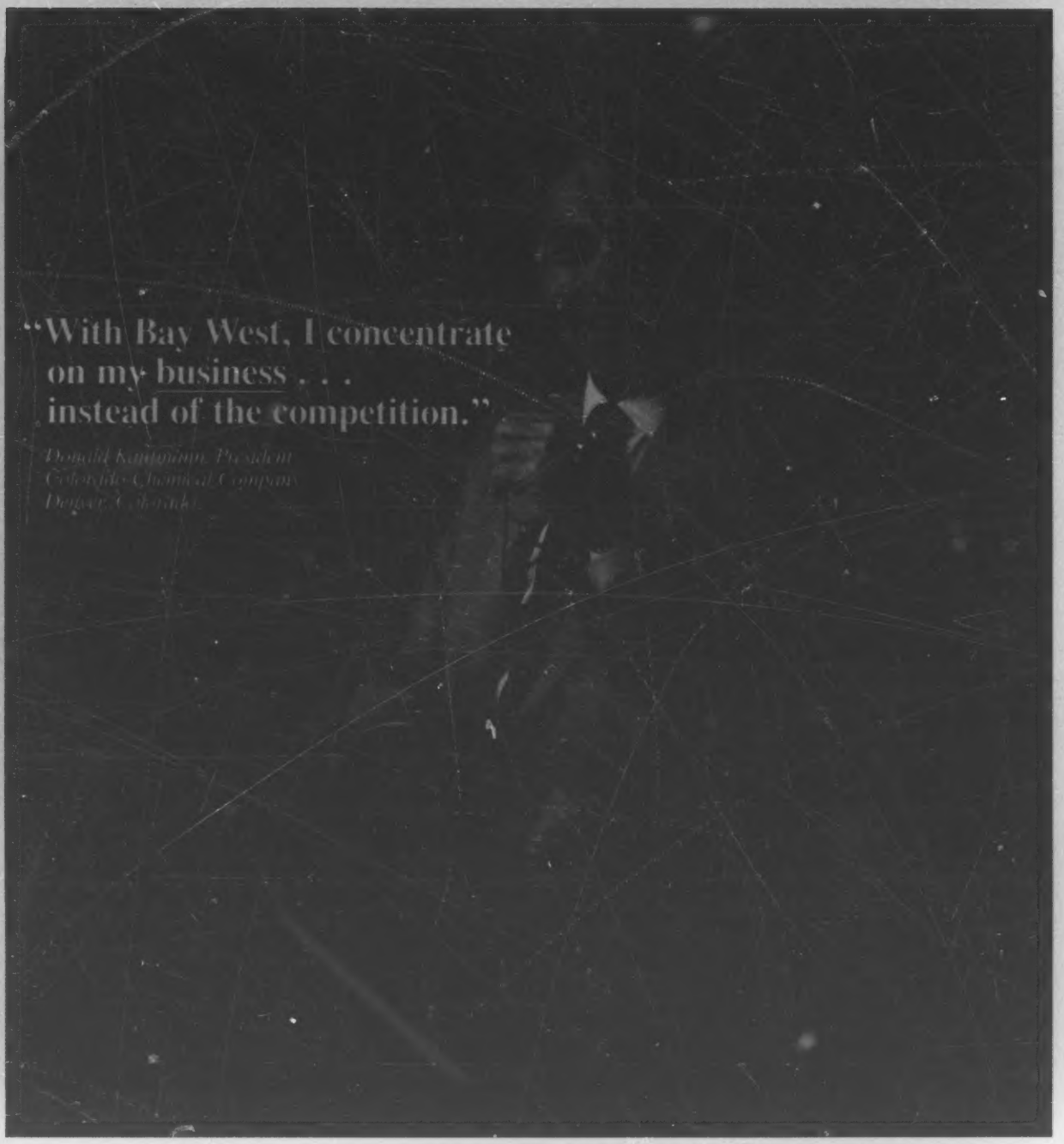
Atlanta has come a long way since those sad times. It was long one of the leading cities in the South because it was a rail hub, but the city has really blossomed in the last few decades. Some idea of today's faster pace can be inferred from the fact that Atlanta International Airport has more than 2,000 arrivals and departures every day, making it one of the nation's busiest.

The city is headquarters for some of the country's major corporations such as Delta Air Lines and Georgia-Pacific and, of course, Coca Cola, which was invented in Atlanta. The city also is home to the Centers for Disease Control, the Yerkes Primate Research Center, the Georgia Institute of Technology and Emory University. The Atlanta Symphony, the High Museum of Art and the Woodruff Art Center plus dance and theater groups help make Atlanta one of the major cultural centers in the South.

If you like your art in giant economy size, besides the Cyclorama, you can visit Georgia's Stone Mountain Park, where a sheer granite mountainside has had the world's largest bas-relief cut into it, picturing Jefferson Davis (President of the Confederacy), Robert E. Lee and "Stonewall" Jackson.

Atlanta is blessed with a generally enjoyable climate and an engaging life-style that manages to combine a friendly, outgoing way of life with all that today's modern world has to offer.

1. Westin Peachtree Plaza Hotel
2. American Hotel
3. Atlanta Hilton & Towers Hotel
4. Atlanta Marriott Marquis Hotel
5. Hyatt Regency Atlanta
6. Ritz-Carlton Atlanta



"Competition is stiff enough without having to sell against your own lines in the same marketplace. That's one of the reasons we carry Bay West. Their selective distribution policy keeps my profitability at a very fair level — there's no price trenching to compete with other Bay West distributors for the same customers. I can concentrate on improving our sales activity instead of worrying about my competitors."

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PAPER Foundation Activities Advance

At a recent meeting of the Board of Trustees of the Paper And Plastics Education Research (PAPER) Foundation, it was quite evident that the Foundation has moved from the fund raising phase to the project management phase of its development.

Two major projects will be completed by the Special Project Division of the Foundation this year, making 1987 one of the busiest in the short history of the Foundation. In addition, a search committee will be formed to locate the first eminent scholar who will sit in the Paper Distribution Endowed Chair, established by the Paper And Plastics Education Research (PAPER) Foundation at the University of North Florida.

The first special project, which has already been completed, is the publication of *New Strategies for Growth: Paper Distribution Plans for the Future*, a new look at future trends that will be impacting paper distribution in the ten years ahead. This study, conducted by Denis Healy of Healy & Associates, was an update of a previous future trends study conducted by the same researcher.

The research focused on customer trends, supplier trends, marketing trends and the management implications for the paper and plastics distribution industry.

As reported in the April issue of *MN*, a copy of *Strategies for Growth* will be distributed to all PAPER Foundation members at no charge. Additional copies will be available to all interested parties at $45 each.

After the initial success of its first project, the Foundation has moved ahead with another important, exciting research endeavor.

The new study will explore the potential impact of new leading edge technologies such as personal computers, telecommunications, and scanning technology on paper and plastics distribution.

More specifically stated, the impact of technology on improving asset management, productivity improvement and cost reduction will be covered in this landmark study, areas never before explored in paper and plastics distribution from an industry-wide point of view.

The research will determine what are the best computer applications being used by competitive distribution channels and individual distribution firms.

A significant portion of the project will highlight recommendations and evaluations as to the practicality and suitability of implementation of these new technologies. Which technologies provide the greatest payback? Which technologies are the least expensive to install? These will be some of the important questions answered by the research.

The time focus for the study will be what can be implemented within the next five years, and what will be developed within ten years.

The study will learn about the computing environment in single house locations and multiple branch operations. What will the informational flow needs be between suppliers, paper merchants and customers?

In any study of technological impact, the human resources factors need to be considered. What types of employment and career opportunities will be created? How will current employees respond to these potential changes in company operations? The overall education and acceptance of employees to new systems and procedures is very important. The Foundation's study on technology impact will address this issue.

The research will be conducted throughout the summer. A report will be made to the paper distribution industry on Monday, September 21, 1987, at 2:30 p.m., immediately following the Chairman's Luncheon, featuring President Gerald Ford. This 90-minute audio-visual presentation will summarize the conclusions of the report. A published report will be available no later than 60 days after the Convention.

In addition to its project management, the Foundation Trustees have begun to work with Dr. Edwin Moses, Dean of the School of Business Administration, University of North Florida, to form a search committee for the selection of the first eminent scholar to sit in the Endowed Chair for the Study of Paper Distribution. The first scholar will become active in September, 1989. Prior to that date, a *Center for Distribution Studies* will be opened at the University of North Florida. The Director of the Center will run the Center and work with the Foundation's eminent scholar.

The PAPER Foundation, in its short time in existence, has already begun to mobilize outside consultants, a state university and a newly-created center, in the direction of more knowledge and better understanding of the paper distribution industry.

The next Foundation development will be to solicit supplier support and membership in the Foundation. Help support the efforts of the Foundation by attending the Chairman's Luncheon at the Convention, Monday, September 21, at 12:30 p.m. Proceeds from the luncheon finance research projects.

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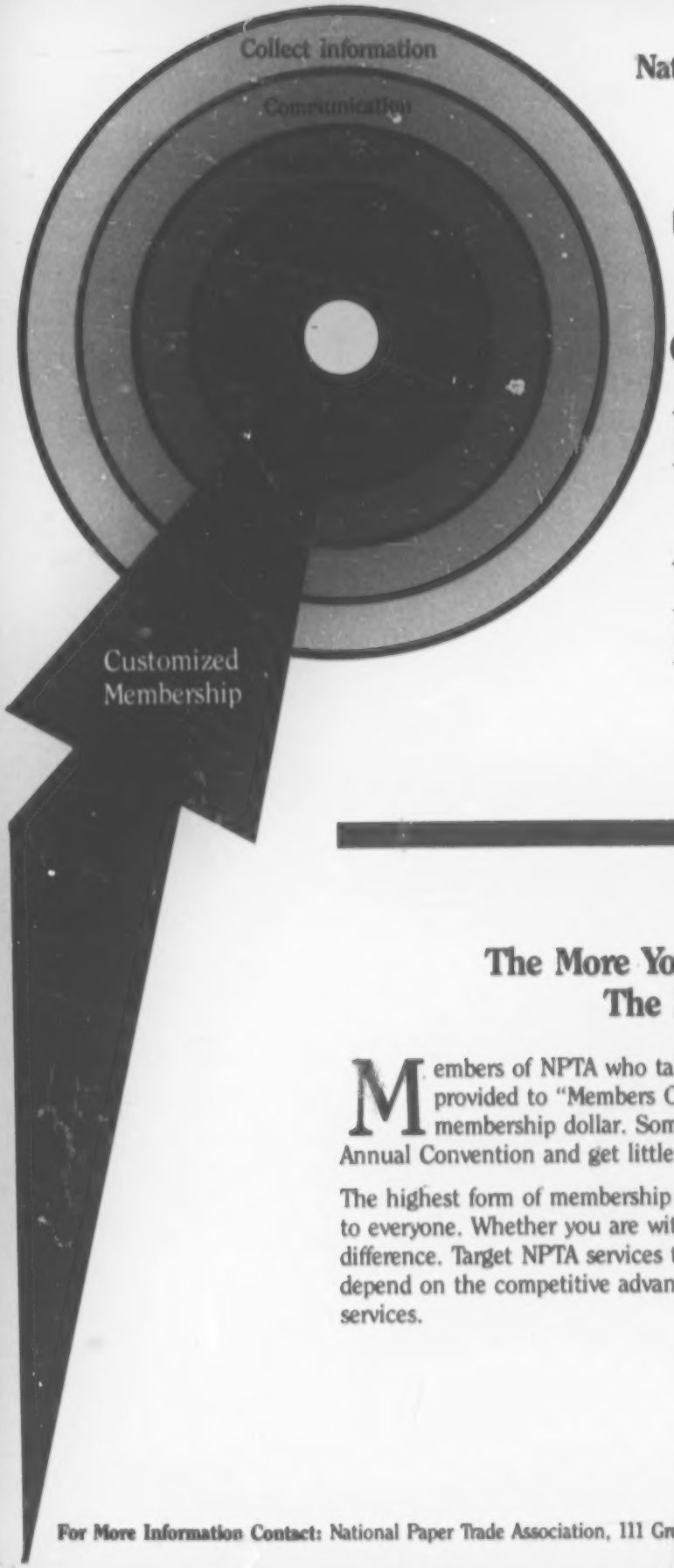


National Paper Trade Association, inc.

The Voice of the Paper, Plastics & Allied Products Industry

The More You Use Your Membership The More It's Worth

Members of NPTA who take advantage of the many special services provided to "Members Only" get the most value for their NPTA membership dollar. Some members read the magazine, come to the Annual Convention and get little more from their membership.

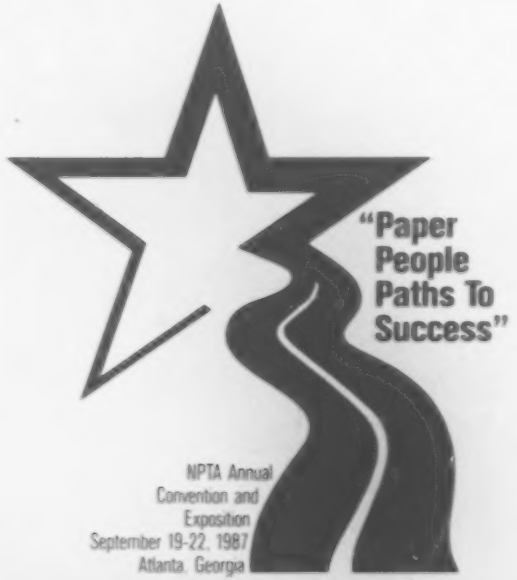
The highest form of membership in NPTA involves **participation** and is available to everyone. Whether you are with a big company or small—it makes no difference. Target NPTA services to make your company grow. Your future may depend on the competitive advantages you can gain from using NPTA's many services.

For More Information Contact: National Paper Trade Association, 111 Great Neck Rd., Great Neck, N.Y. 11021/516-829-3070

SCHEDULE OF EVENTS

Date/Time	Event
FRIDAY, SEPTEMBER 18	
8:30 a.m.–12:00 Noon	NPTA Committee Meetings
11:30 p.m.–3:30 p.m.	Spouses Program *(Tickets required)*
1:00 p.m.–5:00 p.m.	NPTA Board of Directors Meeting
SATURDAY, SEPTEMBER 19	
8:00 a.m.–5:00 p.m.	Registration
10:00 a.m.–5:00 p.m.	Exposition
10:00 a.m.–12:30 p.m.	Young Executives Program
12:30 p.m.–1:30 p.m.	YEF Luncheon *(Tickets Required)*
12:30 p.m.–4:30 p.m.	Spouses Program *(Tickets Required)*
1:00 p.m.–4:30 p.m.	Spouses Program *(Tickets Required)*
1:30 p.m.–2:30 p.m.	YEF Members Workshop *(YEF Members only)*
3:00 p.m.–4:30 p.m.	New Horizons in Industrial Packaging
6:30 p.m.–8:00 p.m.	Paths to Success Reception
SUNDAY, SEPTEMBER 20	
9:00 a.m.–5:00 p.m.	Registration
10:30 a.m.–12:00 noon	The Main Event
10:30 a.m.–3:30 p.m.	Spouses Program *(Tickets Required)*
11:30 a.m.–5:00 p.m.	Exposition
12:00 noon–12:30 p.m.	Annual Business Meeting *(NPTA Members only)*
12:30 p.m.–5:00 p.m.	Spouses Program *(Tickets Required)*

Date/Time	Event
MONDAY, SEPTEMBER 21	
8:00 a.m.–12:00 Noon	Registration
8:30 a.m.–12:00 Noon	Exposition
9:15 a.m.–11:30 a.m.	Spouses Program *(Tickets Required)*
10:00 a.m.–11:30 a.m.	Business Papers Forecast
12:00 Noon–12:30 p.m.	Chairman's Reception
12:30 p.m.–2:30 p.m.	Chairman's Luncheon *(Tickets Required)*
2:30 p.m.–4:00 p.m.	Impact of Technology
TUESDAY, SEPTEMBER 22	
9:30 a.m.–11:00 a.m.	Substance Abuse



Friday, September 18

11:30 p.m. Spouses Program

SATURDAY SEPTEMBER 19

7 a.m.
8 a.m. Registration
9 a.m.
10 a.m. Exposition, Young Executives Program
11 a.m.
12 Noon
12:30 p.m. YEF Luncheon, Spouses Program
1:00 p.m. Spouses Program
1:30 p.m. YEF Members Workshop
3 p.m. New Horizons—Industrial Packaging
4 p.m.
5 p.m.
6 p.m.
6:30 p.m. Paths to Success Reception
7 p.m.
8 p.m.

Notes

SUNDAY SEPTEMBER 20

7 a.m.

8 a.m.

9 a.m. Registration

10 a.m.

10:30 a.m. Spouses Program
The Main Event

11 a.m.

11:30 a.m. Exposition

12 Noon NPTA Annual Business Meeting

12:30 p.m. Spouses Program

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

7 p.m.

8 p.m.

Notes

MONDAY SEPTEMBER 21

7 a.m.

8 a.m. Registration

8:30 a.m. Exposition

9 a.m.

9:15 a.m. Spouses Program

10 a.m. Business Papers Forecast

11 a.m.

12 Noon Chairman's Reception

12:30 p.m. Chairman's Luncheon

1 p.m.

2 p.m.

2:30 p.m. Impact of Technology

4 p.m.

5 p.m.

6 p.m.

7 p.m.

8 p.m.

Notes

TUESDAY SEPTEMBER 22

7 a.m.

8 a.m.

9 a.m.

9:30 a.m. Substance Abuse

10 a.m.

11 a.m.

12 Noon

NPTA Official Registration Hours
(In the Apparel Mart)

Saturday, September 19: 8 am–5 pm
Sunday, September 20: 9 am–5 pm
Monday, September 21: 8 am–12 Noon

Paper/Plastics & Allied Products Exposition Hours
(In the Apparel Mart)

Saturday, September 19: 10 am–5 pm
Sunday, September 20: 11:30 am–5 pm
Monday, September 21: 8:30 am–12 Noon

NPTA Official Convention Hotels

Westin Peachtree Plaza Hotel
404-659-1400

Atlanta Hilton & Towers
404-659-2000

Hyatt Regency Atlanta Hotel
404-577-1234

Atlanta Marriott Marquis Hotel
404-521-0000

Ritz Carlton Hotel
404-659-0400

Atlanta American Hotel
404-688-8600

HOTEL ROOM RESERVATIONS

Use This Form For Sleeping Rooms Only

No other form will be sent

"Paper People Paths To Success"

Rooms Only—Mail To	Suites
NPTA Housing Bureau Atlanta Convention Bureau 233 Peachtree St. NE Ste. 2000 Atlanta, GA 30303	Use The Hospitality Suite Reservation Form

Refer To List Of Hotels And Rates On Other Side

INFORMATION AND DIRECTIONS:

1. **ROOM DEPOSIT INFORMATION. First night's room deposit is required for all sleeping rooms. Please use the space below for credit card information for this deposit...OR...you can send a check upon receipt of the hotel room confirmation form. Do not send a check now.**
2. Please type all information.
3. Room assignments will be made in order of receipt by the Housing Bureau. Please allow 3 weeks to receive hotel confirmation.
4. Accommodations are furnished solely for sleeping and lodging purposes. Room may NOT be used for display of merchandise.
5. Official convention hotel rates are in effect only until AUGUST 27.
6. No telephone requests will be taken. Use this Official Form only.
7. Cancellations and changes should be MADE IN WRITING through the Housing Bureau for rooms until August 27, 1987.
8. Don't be a NO SHOW...please cancel your reservations if you are unable to attend.

HOTEL PREFERENCE:

1st Choice: _____

2nd Choice: _____

3rd Choice: _____

REQUESTED ROOM CODES:

SINGLE: One person, one bed

DOUBLE: Two persons, one bed

DD: Two persons, two beds

ROOM CODE	ROOM RATE	OCCUPANTS *(Please bracket those sharing same room)*	ARRIVAL Date/Time	DEPARTURE Date/Time
(Please photocopy this form if additional space is needed and for your records)				

Please mail Room Confirmations to:
(Allow 3 weeks to receive hotel confirmation)

Name: _____

Title: _____

Company: _____

Address: _____

_____

Phone No.: _____

CREDIT CARD INFORMATION FOR ROOM DEPOSIT:

AMEX ____ MC ____ VISA ____

Other: _____

Card Number: _____

Interbank Number: _____

Exp. Date: _____

Cardholder Name: _____

Cardholder's Signature: _____

Today's Date: _____

OFFICIAL HOTELS AND RATES FOR 1987 NPTA CONVENTION AND EXPOSITION

Room Rates are Confirmed on a Space Available Basis. Make Your Reservations Early.

After August 27, rooms will be booked on a space available basis at prevailing rack rates.

HOTELS	ROOMS Per Diem Rates	
	SINGLE	DOUBLE
WESTIN PEACHTREE PLAZA HOTEL Peachtree at International Blvd. Atlanta, GA 30343	$95, $117, $140	$113, $135, $158
ATLANTA HILTON & TOWERS Courtland & Harris Streets NE Atlanta, GA 30303	$99, $109, $119	$119, $129, $139
HILTON TOWERS	$150	$170
HYATT REGENCY ATLANTA 265 Peachtree St. NE Atlanta, GA 30371	$99, $109, $119	$119, $129, $139
HYATT REGENCY CLUB LEVEL	$145	$165
ATLANTA MARRIOTT MARQUIS HOTEL 265 Peachtree Center Ave. Atlanta, GA 30303	$96, $108, $120	$114, $126, $138
MARRIOTT MARQUIS CONCIERGE LEVEL	$150	$170
RITZ CARLTON HOTEL 181 Peachtree St. NE Atlanta, GA 30303	$110	$130
CLUB LEVEL	$195	$195
ATLANTA AMERICAN HOTEL Spring St. at International Blvd. Atlanta, GA 30303	$56, $66	$68, $78

HOSPITALITY SUITE RESERVATIONS

Use This Form For Requesting Hospitality Suites Only

No other form will be sent

Suites Only—Mail To	Sleeping Rooms
National Paper Trade Association 111 Great Neck Road Great Neck, NY 11021	Use The Hotel Room Reservation Form For All Sleeping Room Requests

Refer To List Of Hotels And Rates On Other Side

INFORMATION AND DIRECTIONS:

1. **ROOM DEPOSIT INFORMATION. First night's room deposit is required for all sleeping rooms and suites. Please use the space below to indicate credit card information to be used for this purpose...OR...you can send a check upon receipt of your confirmation from the hotel. Do not send a check now.**
2. Please type all information.
3. All suite requests will be acknowledged by NPTA as received.
4. OFFICIAL SUITE ASSIGNMENTS will be made by NPTA the week of June 29, 1987.
5. Official convention rates are in effect until August 27, 1987.
6. All changes in this suite reservation form should be directed to NPTA.
7. No telephone requests will be taken. You must use this Reservation Form.
8. Don't be a NO SHOW...please cancel your reservations if you are unable to attend.
9. Allow 3 weeks to receive hotel confirmation.

HOTEL PREFERENCE:

1st Choice: _____

2nd Choice: _____

3rd Choice: _____

SUITE CODES:

P+1 = Parlor and one connecting bedroom

P+2 = Parlor and two connecting bedrooms

(There are no P+3 suites available)

SUITE CODE	SUITE RATE	NAMES OF OCCUPANTS OF SUITE	ARRIVAL Date/Time	DEPARTURE Date/Time

(Please photocopy this form for your records)

PLEASE MAIL SUITE ASSIGNMENT TO:

Name: _____

Title: _____

Company: _____

Address: _____

_____

Phone No.: _____

CREDIT CARD INFORMATION FOR ROOM DEPOSIT:

AMEX ____ MC ____ VISA ____

Other: _____

Card Number: _____

Interbank Number: _____

Exp. Date: _____

Cardholder Name: _____

Cardholder's Signature: _____

Today's Date: _____

Please list the Key Marketing contact for your firm:

_____

Name & Title

_____

Name & Title

OFFICIAL HOTELS AND RATES FOR 1987 NPTA CONVENTION AND EXPOSITION

HOSPITALITY SUITES AND HOSPITALITY ROOM RATES ONLY.

Please see separate form for regular room rates.

NOTE: Hospitality suites that have 2 connecting bedrooms (P+2) will have one bed in one bedroom and 2 beds in the second bedroom.

HOTELS	TYPE OF SUITE & DAILY RATES		NUMBER OF PEOPLE *(for reception)*	ONE-TIME CHARGE NON-EXHIBITOR SUPPLIER REGISTRATION FEE PAID TO NPTA
WESTIN PEACHTREE PLAZA HOTEL Peachtree at International Blvd. Atlanta, GA 30343		Major: P+1 = $800	50-100	$850-$1000
		P+2 = $1100	50-100	
		Georgian: P+1 = $395	35	$700
		P+2 = $500	35	
		Savannah: P+1 = $290	15	$600
		P+2 = $395	15	
		Hospitality Rooms: $325-$400 *(no sleeping facilities)*	50-75	$350
ATLANTA HILTON & TOWERS Courtland & Harris Streets NE Atlanta, GA 30303	**TOWERS:**	Triplewides: P+1 = $625	70	$850
		P+2 = $795	70	
		Doublewides: P+1 = $430	35	$700
		P+2 = $600	35	
		Duplex: P+1 = $575	35	$700
		P+2 = $745	35	
	MAIN HOTEL:	Doublewides: P+1 = $385	35	$700
		P+2 = $505	35	
		Singlewides: P+1 = $285	15	$600
		P+2 = $405	15	
		Fourth Floor: P+1 = $525	40	$575
		Hospitality Rooms: Presidential = $400 *(no sleeping facilities)*	35-50	$350
HYATT REGENCY ATLANTA HOTEL 265 Peachtree St. NE Atlanta, GA 30371		Major: P+1 = $475	55	$850
		P+2 = $550	55	
		Deluxe Panorama: P+1 = $375	25	$700
		Crown: P+1 = $225	20	$600
		*P+2 = $300	20	
		Panorama: P+1 = $275	20	$600
		*P+2 = $350	20	
		Hospitality Rooms: $450 *(no sleeping facilities)*	65	$350
ATLANTA MARRIOTT MARQUIS HOTEL 265 Peachtree Center Ave. Atlanta, GA 30303		Conference/ P+1 = $445-$495	50-100	$700
		Hospitality: P+2 = $520-$570	50-100	
		Luxury: P+1 = $495	25-30	$850-$1000
		P+2 = $620	25-30	
		Two Bay: P+1 = $420	25-35	$600
		P+2 = $495	25-35	
		Bedsitting: P+1 = $470	20	$575
		Parlor: Queen Sofa Bed = $275 *(no connecting bedroom)*	20	$575
RITZ CARLTON HOTEL 181 Peachtree St. NE Atlanta, GA 30303		Conference: P+1 = $450	25	$700
		Executive: P+1 = $350	15	$600
ATLANTA AMERICAN HOTEL Spring St. at International Blvd. Atlanta, GA 30303		Major: P+2 = $300-[illegible]	40-50	$700
		Executive: P+2 = $[illegible]	35	$575
		Parlor: P+1 = $135	20	$375
		Junior: $90 *(no connecting bedroom)*	20	$175

*The second bedroom in the Crown and Panorama Suites does not connect to the parlor. It connects to the first bedroom.

SUPPLIER REGISTRATION FEE POLICY: Suppliers are entitled to one free suite registration for every booth paid for at the Exposition. All others requesting suites will pay the stated fees listed in the Non-Exhibitor Supplier Registration Fee column. NPTA members pay no registration fee for suites. The Non-Exhibitor Supplier registration fee is a one-time payment, per suite, to NPTA. The Registration fee includes admittance to all meetings, the Exposition, and three free tickets to the Saturday evening "Paper People Paths to Success" Reception in the Atlanta Apparel Mart Atrium.

HOSPITALITY ROOMS: Can be used for meetings and receptions. They are reserved on a 24-hour per day basis. No sleeping facilities are available. Rooms will contain suitable parlor furniture. Daily rates include the following furniture: one couch; one love seat; 2 ottomans; 1 chair; a round conference table with chairs. Additional furniture, including refrigerators, can be added at additional cost. For larger hospitality needs, or for multiple suite requests, these rooms would be ideal. Location and room numbers *will be* available in advance of convention. This will aid your company's pre-convention publicity. This advance information is *not* available to regular suite holders.

SPECIAL EVENTS TICKET ORDERS

OFFICE USE ONLY
Check # _____ Amt. _____
Order Rec'd. _____
Tickets Mailed _____

Deadline	Mail To	Payment
Order Form Must Be Received At NPTA By **August 15, 1987.** After That Date All Tickets Must Be Picked Up On-Site	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable After September 1, 1987. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence Award Presentation: President Gerald Ford, Keynote Speaker*

(Proceeds from the Luncheon will be donated to the PAPER Foundation. The full ticket price is totally deductible under the new tax law.)

Monday, September 21, 1987
12:30 p.m. - 2:30 p.m.: ..... Hyatt Regency Atlanta

_____ tickets at $75.00 each $ _____
_____ tables of 10 at $750 $ _____

Young Executives Forum
Reception, Luncheon, Special Meeting.
Saturday, September 19, 1987
12:30 p.m. - 2:30 p.m.

_____ tickets at $35.00 each $ _____

Paper People Paths To Success Reception.
Atlanta Apparel Mart Atrium
Saturday, September 19, 1987
6:30 p.m. - 8:00 p.m.

_____ tickets at $15.00 each $ _____

Spouses Program: *Atlanta: A Real Treat*

Friday, September 18, 1987
11:30 a.m. - 3:30 p.m.
Luncheon at the Carter Presidential Center.
Presentation by Mrs. Rosalynn Carter followed by a Tour of the Center.

_____ tickets at $45.00 each $ _____

Saturday, September 19, 1987
CHOOSE ONE:

- **Elegant Atlanta.** Introduction to the City of Atlanta. **This Tour Includes Lunch.**
  12:30 p.m. - 4:30 p.m.
  _____ tickets at $37.00 each $ _____
- **Presenting Atlanta.** Introduction to City of Atlanta. **This Tour Does *Not* Include Lunch.**
  1:00 p.m. - 4:30 p.m.
  _____ tickets at $25.00 each $ _____

Sunday, September 20, 1987
CHOOSE ONE: *(Both tours include lunch)*

- House Tour of Newnan, GA.
  10:30 a.m. - 3:30 p.m.
  _____ tickets at $40.00 each $ _____
- House Tour of Newnan, GA.
  12:30 p.m. - 5:00 p.m.
  _____ tickets at $40.00 each $ _____

Monday, September 21, 1987
9:15 a.m. - 11:30 a.m.
"The Real Coke, the Real Story" by Tom Oliver

_____ tickets at $20.00 each $ _____

REMEMBER! ORDER CHAIRMAN'S LUNCHEON TICKETS NOW.

CHECK MUST ACCOMPANY ORDER — TOTAL FEE REMITTED $ _____
All Funds Must Be In U.S. Dollars

PLEASE MAIL TICKETS TO: _____

NAME: _____

COMPANY: _____

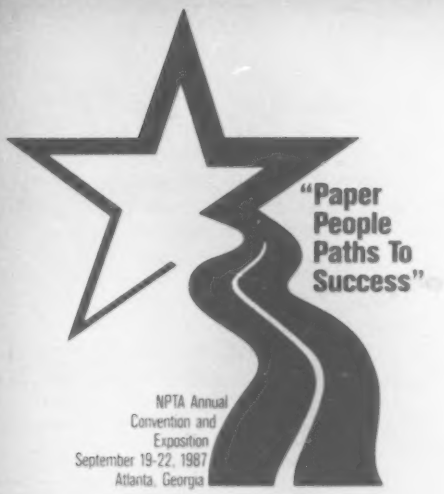
ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____ PHONE #: _____

Names of Young Executives Forum Participants: _____

*This 12:30 p.m. departure time is for those who wish to attend NPTA's "Main Event," 10:30 a.m. - 12:00 Noon, featuring Nobel Peace Prize Winner Elie Wiesel.

WE'VE GOT YOUR SPACE



HOTEL FUNCTION SPACE REQUEST FORM

NPTA is going back to *"Tara!"* This year NPTA would like to assist you in making your private function as successful as possible. Because Atlanta is a new meeting destination for us, NPTA can help you find that special room, restaurant or location for your function.

Last year over 60 companies held functions; we want to help you be certain those you invite won't be going to your competitors' function at the time yours is held. We will help you avoid conflicts and choose the best time and location for your function.

We can also help you secure your public space (all of which is being held by NPTA) and support you with the hotel convention and catering staff.

NPTA will confirm your arrangements in writing and inform you in writing of any problem with your request.

Please complete the information below needed to secure space for your function.

Yes, we would like to hold a meeting _____; meal _____ function during the 1987 NPTA Convention!

Please reserve a room for _____ people on _____ (day and date)
at the _____ hotel.

Please send us _____ room set up charts: _____ menu selection brochures as soon as possible.

Name: _____ Title: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone Number: _____

Signature: _____

Return Completed Form To:

National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
516-829-3070
Attn.: Richard J. Lerman, Director of Marketing

1987
Chairman's Luncheon
in honor of
The
Stanley O. Styles
Industry Excellence
Award Winner

You're Invited!

Don't miss this special event that will climax the 1987 Annual Convention and Exposition

September 21, 1987

Be There To Honor The Next Award Winner

1984 Winner
William Zellerbach

1985 Winner
Albert Duval

1986 Winner
Howard Ris

1987 Winner

NPTA

Show hours have been adjusted to facilitate Exhibitor attendance at this important event.

National Paper Trade Association, inc., 111 Great Neck Road, Great Neck, N.Y. 11021

Receivables: A Vital Asset to Manage

There is no more important asset on the paper merchant's balance sheet than trade accounts and notes receivable—not even inventory

Historically, receivables have represented 55.7% of the typical *printing* paper merchant's total assets (from 1981–85). This is a full 11% higher than *industrial* paper firms, whose average over the same period was 44.8%.

Individual yearly averages, derived from annual NPTA/MFI PAR (Performance Analysis Report) financial surveys, appear in Table 1.

Table 1
Trade Accounts & Notes Receivable As A % of Total Assets

	Printing Paper Merchants	Industrial Paper Merchants
1985	52.0	43.1
1984	54.6	46.4
1983	58.1	46.1
1982	58.1	45.6
1981	55.7	43.0

As one can see, receivables have always been more important an asset to manage for printing paper firms, but are very significant for industrial houses as well.

One measure of how well merchants manage this asset is the "average collection period," also derived from the PAR survey. It is calculated by taking the accounts receivable on November 30 of the year, multiplying it by the number of calendar days for the prior two months (61), and dividing this figure by credit sales for October and November. A five-year summary of trends in the average collection period appears in Table 2.

The five-year average of this measure for printing paper firms is a little more than 5 days higher than industrial houses. Printing paper merchants typically carry 43.6 days of receivables, versus 38.4 days in industrial firms.

More current barometers of how well merchants are managing their receivables include:

- NPTA's *Quarterly Business Conditions Report*,
- NPTA's monthly *Paper Merchant Sales Report*, and
- TRW's quarterly Business Payment Index.

Table 2
Average Collection Period (Days) (Annual PAR Results)

	Printing	Industrial
1985	44.2	38.9
1984	42.9	39.5
1983	43.5	36.7
1982	44.2	38.6
1981	43.1	38.2

The "QBCR" report includes a "receivables turnover" measure, calculated by printing/industrial merchant, for a company, regional and U.S. average. It is derived from the following formula:

$$\text{Receivables Turnover (Days)} = \left[\frac{\text{Closing A/R, This qtr., This yr.}}{\text{Warehouse + Indirect + Direct Sales, This qtr., This yr.}}\right] \times \text{Number of Calendar Days in the Quarter}$$

QBCR results for 1986, by quarter, appear in Table 3. As of the 4th quarter of 1986, printing paper merchants' receivables turnover was 2.7 days slower than industrial firms, 42.5 days versus 39.8 days. The industrial merchants' ratio seemed to have stabilized in the second half of the year.

According to NPTA's sales report, which tracks "days of receivables outstanding" on a monthly basis, receivables collections were holding steady at 42–43 days for printing paper firms during the first half of 1986, then trended downward to 36 days by November. However, this figure jumped back up to 41 days by December. For industrial merchants, collections held pretty steady at about 38–39 days throughout the year. Compared to 1985, it appears that printing paper firms collected their receivables roughly two days faster, while industrial merchants were at the same performance level as one year ago.

Table 3
Receivables Turnover (Days) U.S. Average (QBCR Results)

1986 Quarter	Printing	Industrial
1	41.6	41.2
2	40.9	35.9
3	44.4	39.4
4	42.5	39.8

TRW's Business Payment Index, derived from its computerized commercial credit reporting service, covers paper distributors on a quarterly basis. An analysis of current versus past due accounts reveals that receivables collections for all paper merchants improved steadily throughout 1986, the same pattern as in 1985. As of the 4th quarter of 1986, performance was slightly better than the prior year, as only 12.1% of receivables were classified as "past due" (31–90+ days old), compared to 12.4% at the end of 1985. Past due accounts trends for 1986 and 1985 appear in Table 4.

Table 4
Percent of Accounts Receivable Past Due (31–90+ days) (TRW Reports)

	All Paper Distributors	
Quarter	1986	1985
1	14.3	13.5
2	13.6	13.3
3	13.0	12.5
4	12.1	12.4

Summary

Obviously, receivables are a key asset for paper distributors to manage well. How fast and efficiently they are managed, and how aggressively a merchant collects its credit accounts is a matter of company style and mode of operation. However a company looks at receivables, there are an abundance of measures or indicators the firm can look to for comparison to his region or the nation. He can look at the average collection period, receivables turnover, or payment index—available from NPTA's PAR, QBCR and Sales Report, or TRW's Business Payment Index. How do you compare?

REVIEW

Strategic Planning: Plot a Winning Strategy Today

This is the first of a new monthly series reviewing books and other materials of interest to people in the paper trade.

Picture the scene: Washington Redskins Coach Joe Gibbs says to his team, "Well, men, you won the game this past week and that means we must be doing something right. Take the rest of the week off and be back in time to suit up for Sunday's game." Smart? No! Probable? Absolutely not! A pro football coach realizes that too much is at stake to let his team enter a game without some direction, some planning, some strategy. Yet many paper distributors fall into the trap of operating their businesses along these lines. They claim that their day-to-day concerns leave little time for assessing where they are or determining where they are headed. Yet, in business as in football, the absence of strategic planning can result in lost opportunities, ("If only we'd practiced the Z formation!"), or in disaster, ("I never expected them to have such a good running game; we're totally unprepared to defend ourselves.")

Strategic Planning: A Fitness Program for Wholesaler-Distributors instructs paper merchants in the methods of strategic planning. The book, sponsored by NAW's Distribution Research & Education Foundation (DREF), and authored by James Norris, Gary Garrett and Steve Samek of Arthur Andersen & Co., the well-known accounting/management consulting firm, helps wholesaler-distributors to identify changing economic trends and convert them to the company's advantage. Using the Systems Approach to Strategic Planning (SASP), the book introduces wholesaler-distributors to a system which "inventories the critical issues and status of conditions and allows management to focus on, organize and document their ideas for dealing with them."

The authors define strategic planning as "the art of making major decisions about the long range direction of a business and the deployment of resources to accomplish them." It can help paper merchants realize short-term benefits and tangible results, as well as long-range improvements. The first step in the strategic planning process is the establishment of boundaries by organizing the project into the appropriate teams for the study, followed by an assessment of the key issues which must be addressed by the subsequent plan. If a wholesaler-distributor decides to invest in the future of his company through strategic planning, then laying the groundwork properly is extremely important.

Once boundaries are established, the wholesaler-distributor can conduct position and opportunities analysis in order to gain a thorough understanding of its market, business environment and internal resources. Climate analysis helps to understand those factors over which the paper merchant has no control; they create a climate to which he must adapt. Market assessment provides an understanding of customer needs in order to make strategic and tactical decisions.

It is a comprehensive process which encompasses a review of customer characteristics, interviews with customers in order to obtain further insights and an analysis of market share, market penetration and service, as well as a review of the company's financial and operating data. This analysis allows the planners to evaluate the company's strengths and weaknesses in comparison to the competition. They can then identify key opportunities and threats and prepare a preliminary statement of mission, objectives and goals.

Next, the paper distributor sets his company's direction by finalizing the mission, objectives and goals and develops a strategy for the company. The strategy determines how the the objectives and goals will be achieved. Strategy is further subdivided into tactics which define the work steps for implementation. A strategic action plan containing tactics, target dates, key factor measures and task responsibilities is prepared and implemented.

The final phase of strategic planning is measurement of improvement. Without this type of monitoring and evaluation, strategic planning has little lasting value. Based on feedback, the plan can be changed and updated to meet the changing needs of the company in its environment.

Don't let your company team enter the "game" without a plan. With the help of *Strategic Planning: A Fitness Program for Wholesaler-Distributors* you are sure to be a winner. To obtain a copy of *Strategic Planning*, send a letterhead request, enclosing payment of $35.00 plus $3.00 shipping and handling to:

NPTA Communications Department
111 Great Neck Road
Great Neck, NY 11021

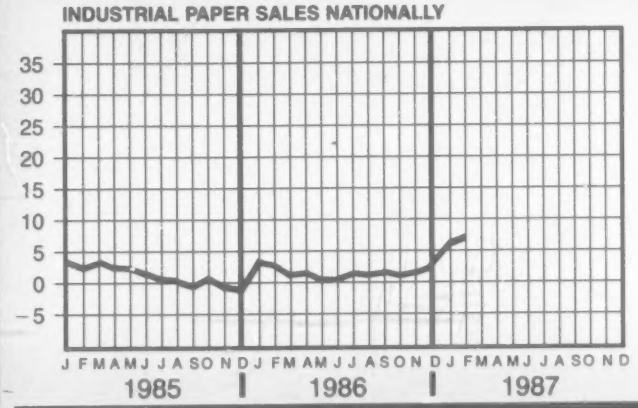
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

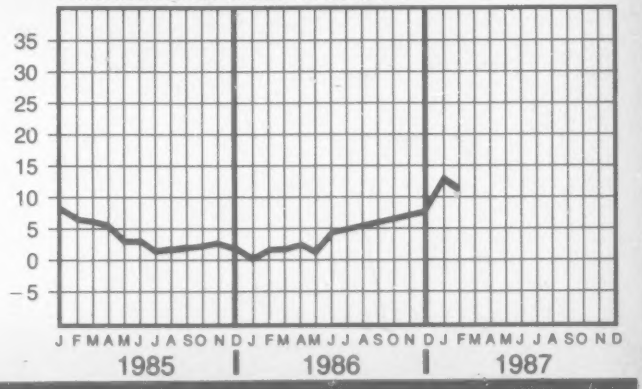
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



PRINTING PAPER SALES NATIONALLY



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DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

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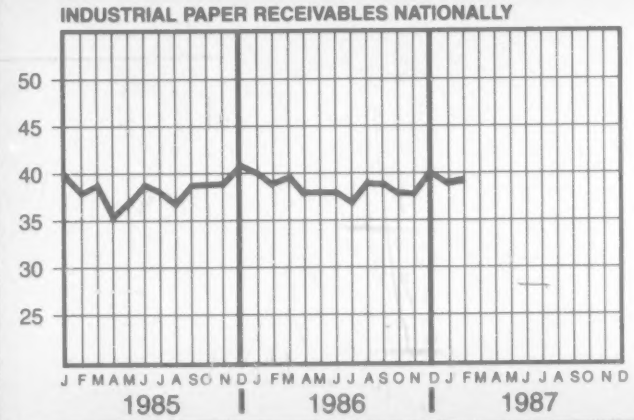
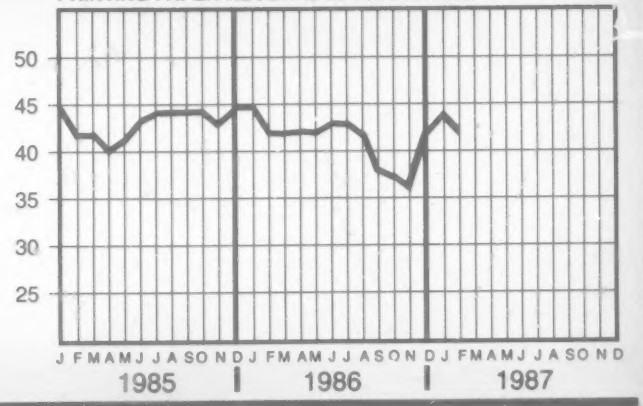


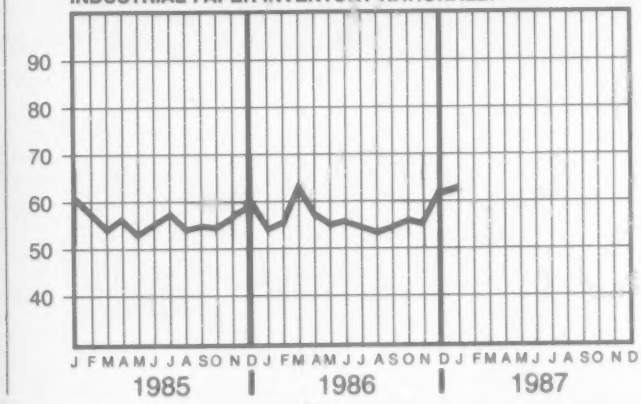
PRINTING PAPER RECEIVABLES NATIONALLY



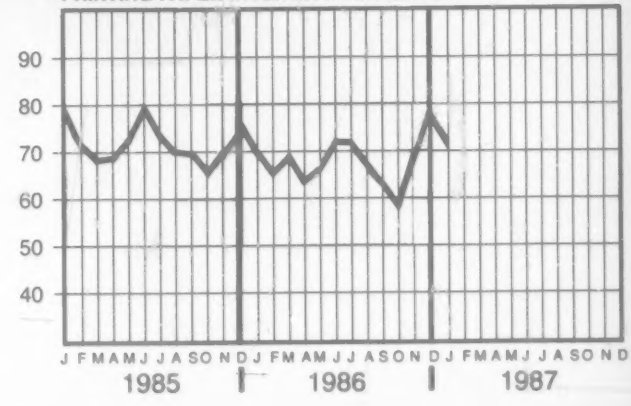
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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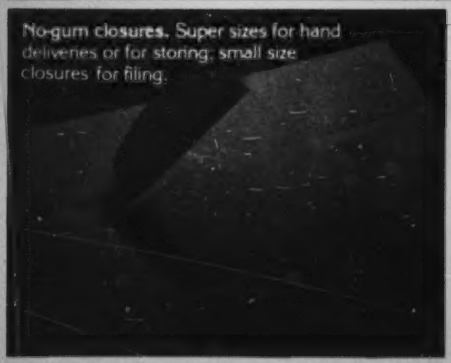
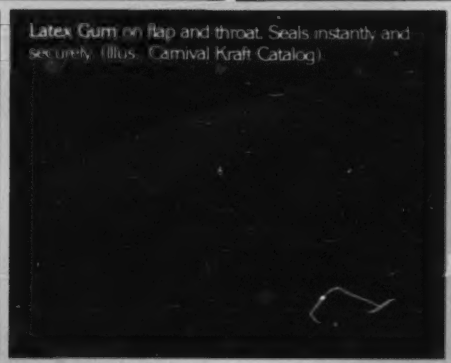
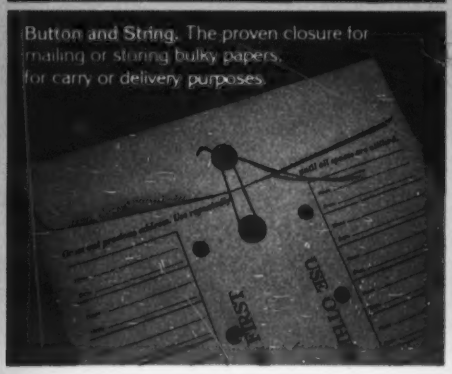


No-gum closures. Super sizes for hand deliveries or for storing; small size closures for filing.

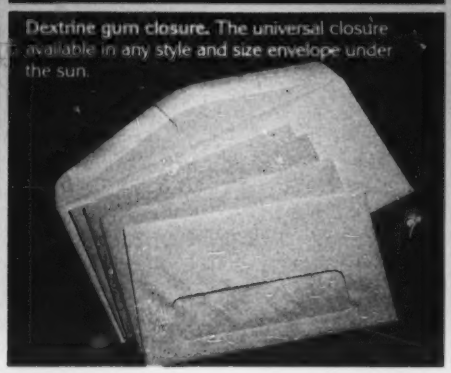


Latex Gum on flap and throat. Seals instantly and securely. (Illus.: Carnival Kraft Catalog)

Bank Statement Latex Gum Envelopes. The efficient way to seal and send bulky contents.



Button and String. The proven closure for mailing or storing bulky papers, for carry or delivery purposes.



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Austell (Atlanta), GA, 30001, 404 / 944-3322, 800 / 241-8173.
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NPTA MANAGEMENT NEWS

VOL. XXVIII/NO.6

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COVER PHOTO: Richard Chesnut

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Insecure Management is Problem for Industry

Congratulations on *Management News*. I take great issue with Mr. Houlihan's remarks (Chairman's Corner, February, 1987) concerning two very different segments of the paper industry.

By not becoming specialized during my management years, we managed to outperform various segments of the paper industry by leaps and bounds.

The problem with paper distribution, as in many other industries in the U.S., is insecure management; scared to make needed changes for the future.

The future ends up engulfing them by buyouts, Chapter 11 or the death of companies. In the process we are needlessly causing great suffering economically and in the lives of our fellow human beings.

"Low cost producer" has become a new buzz term. It has always been around. What about revival of something corny like "multi-skilled professionals?" And if you cannot become multi-skilled, you're really not a pro.

I wonder what would happen to many of our gunners if that time came every day to pick up the brief case and earn bucks on commission. What about the future that we are presently looking forward to?

Jim Atherton
Goal Mine, Inc.
Islamorada, FL

PAPER Foundation Story Draws Praise

Your cover story in the January 1987 issue on the PAPER Foundation deserves the careful attention of all of your readers.

For too long, wholesale distribution has received less attention from the academic community than warranted by its pivotal role in the economy.

The work of your Foundation will assist in reversing this situation while also providing distribution management with the knowledge to maintain the merchant wholesaler-distributor as the most effective means of moving product to market.

We are privileged to recognize Jay Church, chairman of the PAPER Foundation, as a new member of our Board of Directors. He joins NPTA president John Buckley, a member of our Distribution Research and Education Foundation Board, as important members of our leadership.

Dirk Van Dongen, president
National Association of Wholesaler-Distributors
Washington, D.C.

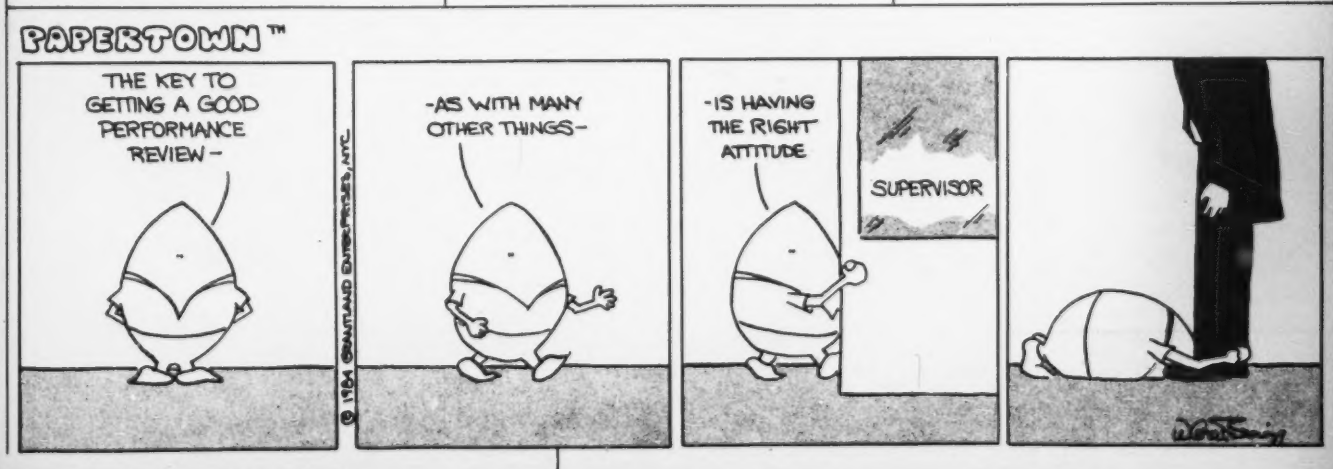
Crystal Ball Important for Business

I enjoyed reading your introductory article on the New Strategies for Growth report for Paper Distribution. The notion of looking into the crystal ball to determine the strategies required for success is a most important one. In our high-tech age, the pace of change is so rapidly accelerated that the future, and its accompanying challenges, confronts us much more quickly than five or ten years ago.

Perhaps *Management News* or this column could serve as a forum for sharing some of the ways that progressive distribution is preparing for those challenges.

Management News is a real asset to our Association. Its ability to serve as a forum for new ideas can only make it more valuable. Keep up the great work.

Richard A. Mignano, vice president,
sales and marketing
Inlander-Steindler Paper Company
Elk Grove, IL



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Standards Committee Formed by NP&PA

The National Paperbox & Packaging Association has formed a Paper Standards Committee to help rigid boxmakers improve their use of many grades of cover stock. The committee's first meeting was held in March, and was attended by representatives of Hazen Paper Company, Hampden Papers, Inc., Sullivan Paper Co., Inc., Thilmany Pulp & Paper Co. and Louis Jacobs & Son, Inc.

Steve Jacobs served as interim chairman of the committee, which was scheduled to meet again in New York in early May. The committee was formed following the NP&PA's Rigid Box Workshop during which it was brought out that there were many unresolved complaints in the use of various grades of cover papers. Mr. Jacobs said that he hoped the committee would be used to encourage the creation of standards for various manufacturing processes used in both rigid boxes and folding cartons. At present the committee is engaged in research of existing paper standards for both rigid boxes and folding cartons in order to avoid overlapping work that has already been accomplished by other organizations.

Kanzaki Hosts Reception During API's Paper Week

Two new companies were toasted at a reception held at the Helmsley Palace Hotel and hosted by Toshihiko Kawamura, president of Kanzaki Paper Mfg. Co. Ltd. of Tokyo. Kanzaki Specialty Papers, Ware, MA, was formerly Ludlow Specialty Papers, while Kanzaki USA, Inc., Tarrytown, NY, was formed specifically to support the manufacturing facility in Ware as well as Kanzaki's other North American marketing and sales activities. Both companies are under the direction of Kazuhiko Watanabe, who has been responsible for Kanzaki's North American marketing operations for several years.

Over 350 guests attended the reception, including many representatives of both American and foreign pulp and paper manufacturing operations as well as paper merchant distributors, raw material suppliers, members of the financial community and O.E.M. customers. Kanzaki has had long-standing business relationships with many American companies, including Champion International, Georgia-Pacific, Boise Cascade, Potlatch, Engelhard and others.

Kanzaki is one of the world's leading paper manufacturers and coaters, with two large mills in Japan. Mr. Watanabe said that some products the company makes in Japan would now be made in their American mill, and that the company plans to offer a much broader line of specialty papers to the North American market.

NAW Creates New Lobbying Coalition

According to the *Business & Public Affairs Fortnightly* newsletter of the National Association of Wholesaler-Distributors (NAW), a new group has been formed of some 140 corporations and trade associations under the leadership of NAW to lobby against mandated employee benefits legislation being proposed in Congress. Called the Coalition of Responsible Employers (CARE), the group includes not only the wholesaler-distributor trade associations belonging to NAW, but companies such as Carnation, Dayton-Hudson, General Motors, J.C. Penney, K-Mart, Sears, Roebuck, the American Retail Federation, the National Association of Manufacturers and others.

Among the legislative proposals that are of concern to the coalition are: catastrophic health insurance, guaranteed unpaid parental leave for births or illness of children or parents, requirements for minimal health insurance and employer contributions to state risk pools providing medical benefits for the uninsurable. The coalition believes that such government mandates would "undermine the voluntary, flexible, comprehensive and relatively affordable benefit system developed by the private sector."

For more information on the new coalition, contact Mary Tavenner, CARE, c/o National Association of Wholesaler-Distributors, 1725 K St., N.W., Washington, D.C. 20006 or call 202-872-0885.

Valentine Paper Company Transfers Product Lines

Valentine Paper Co. (formerly Valentine Pulp & Paper Co.), a Division of Technographics, Inc., has completed the transfer of their specialty products lines to the company's mill in Lockport, LA. Among the specialty lines involved were Wallcovering, Diazo Coated Base, Surgical Packaging Papers, Greeting Card and Flame Retardant, all of which had been produced by Fitchburg Paper Co.

Phase I of the Valentine Plant upgrade has also been completed, including a new chemical storage and preparation system, new refiners for both paper machines, a new calender stack, a reel and void detector for #1 P.M., rebuilding #1 P.M. winder and rebuilding the converting rewinder.

Single Service Institute Urges United Front

If Joe Bow had a theme song it would probably be, "It seems to me I've heard that song before..." Joseph W. Bow is executive vice president of the Single Service Institute, the association for disposables in food service and packaging. As such, he has a certain sense of déja vu about some of the problems facing the industry today.

"This industry can't afford to become complacent," he said recently, "because problems like litter control, solid waste management and air and marine pollution don't ever go away permanently...they just lie dormant for a while, and then come back to haunt you."

As a new Congress takes over in Washington, and a six-year hiatus in anti-big business fervor draws to a close, Bow sees signs that old troubles and old foes are standing in the wings, "licking their chops," waiting to take new and troublesome actions against the industry.

"Increasingly," Bow says, "state and local

governments, cities and even towns, are yielding to environmentalist pressures and proposing legislation and regulation that could, if not checked, cripple this industry. On top of that, there's the new Congress and the EPA...all of them taking new, hard looks at such issues as litter, solid waste disposal, degradability, air and marine pollution, and CFC use by the industry. The pendulum is swinging back against us."

The industry has done a great deal in recent years, according to Bow, to solve some of its major problems. He cites as examples:

- continuing research by the industry on the whole problem of degradability,
- ongoing support for Keep America Beautiful, of which SSI is a founding member,
- improvements and changes in the technology of the industry's manufacturing process,
- extensive education on the disposing of disposables to both industry and consumer,
- the development of industry task forces and coalitions of related industry associations to help promote research and education, as well as interaction between the industry and concerned federal, state and local governments and environmentalist groups, and
- an active government relations program that keeps its finger on the legislative pulse of the country at all levels of government.

"In the long run," Bow says, "the industry has acted responsibly. It can be proud of its achievements and should actively promote the positive values of its products...sanitation, water and energy conservation, cost containment and convenience.

"At the same time, the industry must increase its educational efforts to the end-user for the responsible disposal of disposable products.

"But nobody can do it alone," Bow maintains. "If each of us goes his own way, they'll pick us off, one by one. Each company in the industry should join its appropriate trade association and participate in the programs that are so vital to the continued health and vitality of the industry. SSI, APE, FPA, SPI...we're all working on many of the same problems. We'll accomplish more for the industry and speak with a stronger voice if we have full participation by industry leaders.

"There's a greater need for industry unity today than ever before," Bow said recently, "for the day is not far off when, if we don't all hang together, we'll all...well, you know how it ends."

News Briefs

APPLETON PAPERS, INC., spurred by the growing demand for high quality thermal paper products, is going to construct a multi-million dollar thermal paper coating machine and expanded coating preparation facilities at its Appleton, WI, plant. The new computer assisted equipment, which is expected to go into operation in the second quarter of 1988, will triple Appleton's existing thermal paper capacity. Thermal paper is

Paul H. Hirsch, president and Joel J. Farkas, secretary-treasurer of Liberty Paper Company Div. of J. Liberman Company, Inc. announce the addition of Harvey Hiller (center of photo) as a partner. Mr. Hiller has been with the firm since 1973 and is recognized as one of the leading salesmen in the industry. He will serve as vice president and director of sales with the aim of expanding the existing sales force.

CHAIRMAN'S CORNER

"What Is YOUR Path to Success?"

A man can measure his own success or be measured by others. For those of us who are employers we must capitalize on our investment and help our employees become the most they have within themselves to be.

That means we assist them with opportunities for additional education (e.g.: making use of the many NPTA seminars/books, cassettes, etc., that are available), adopting new skills when necessary and planning/setting goals. We encourage fledgling salesmen to take communication/writing courses, sales courses, and to accompany our veteran salesmen on their calls to customers and also vendors. Practice with our weekly VCR taping sessions adds to their repertoire and all skills are then reviewed and critiqued by the sales manager, who lends his advice and support where needed.

Choose people who fit into your organization. Then delegate and provide an atmosphere that encourages creativity. Supply not only a chance to grow with the company, but allow recognition for their contributions.

Help your people to be successful and you will be successful.

Francis J. Houlihan
NPTA Chairman

used in facsimile units, calculators, minicomputer printers, chart recorders and label printers. Heat from a thermal printhead creates the image on the paper. Appleton Papers is a subsidiary of BATUS Inc., Louisville, KY.

SCHWARZ PAPER COMPANY, Morton Grove, IL, has purchased Iroquois Paper Company, Chicago, which was a division of Iroquois Industries. Marvin B. Gordon will continue as president and CEO of Iroquois Paper.

James River Acquires Dunn Paper Company

James River Corporation has broadened its specialty paper business by purchasing Dunn Paper Company from Dennison Manufacturing Company. Dunn, which has plants in Port Huron, MI and Wiggins, MS, is a major producer of lightweight coated and uncoated specialty packaging and industrial paper grades used for food packaging, commercial printing, labeling and gift wrap. The company also produces one-time carbonizing paper used in computer forms, credit card forms and airline tickets. Dunn had annual sales in 1986 of $65 million. James River expects to continue all of Dunn's current operations and to retain almost all of Dunn's employees.

Georgia-Pacific Restructures Southeast Chemical Sales Force

The specialty chemical group of Georgia-Pacific Corporation has expanded its sales force and will have each sales representative focus on a more concentrated area in the southeastern sales region.

Paul Covert will be responsible for North Carolina, South Carolina and Tennesssee (except Chattanooga), Fred Horowitz will cover Chattanooga, Georgia, Alabama and parts of Florida and Jim Borg will service customers in Arkansas, Louisiana, Oklahoma and eastern Texas. Jim Faulk will be assigned to selected paper mills throughout the region.

Stephen Henry has joined G-P as technical sales representative for eastern Texas, Louisiana and western Mississippi. A chemical engineer, he has had more than eight years of in-mill engineering experience.

Hugh M. Marx Dies

Mr. Hugh M. Marx, chairman of the board of Piedmont National Corporation, Atlanta, GA, passed away on March 8, 1987. He would have been 89 years of age on March 17th, and, at the time of his death, was still active in the company.

Mr. Marx's career in the paper industry spanned 65 years, both in sales and administration. After spending a year in the United States working for the Memphis Paper Company, Mr. Marx started his own converting and distribution company in Stuttgart, Germany in 1923.

Forced to flee Germany with his family in 1938, Mr. Marx took a sales position with the Little Rock Paper Company, becoming part owner several years later. In 1948 he became sales manager for the Atlanta Paper company, and in 1950 started the Piedmont Paper Company in Atlanta. In the 1970s the company changed its name to Piedmont National Corporation in recognition of its expanded service area.

Mr. Marx is survived by his wife, Paula, two children, five grandchildren and three great grandchildren.

People in the News

James I. Weigley, CPA, has been appointed assistant controller of Rourke-Eno Paper, Hartford, CT. Rourke-Eno is a division of Paper Corporation of America, an Alco Standard Company, and prior to his new assignment, Mr. Weigley had held several management positions with both of those companies.

Dana G. Mead has been named senior vice president for White Papers Business, a merger of International Paper Company's White Papers Group and the Hammermill Papers Group.

Peggy Russo Pelletier has been named marketing manager for the New England

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Paper & Ink Relationships. *Williams.* $30.	5
2	Branching and Market Coverage. *Healy.* $35.	2
3	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	4
4	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	3
5	Win-Win Telemarketing Program. *Zibrun.* $135.	7
6	Effective Financial Management. *Mullins.* $35.	1
7	Higher Profits from Day One. *Arthur Andersen.* $250.	10
8	What Really Helps (or Hurts) Your Company's Bottom Line. *NAW.* $50.00	—
9	Automated Inventory Management. *Graham.* $35.	8
10	Handbook of Distribution/Customer Service. *Blanding.* $40.00	—

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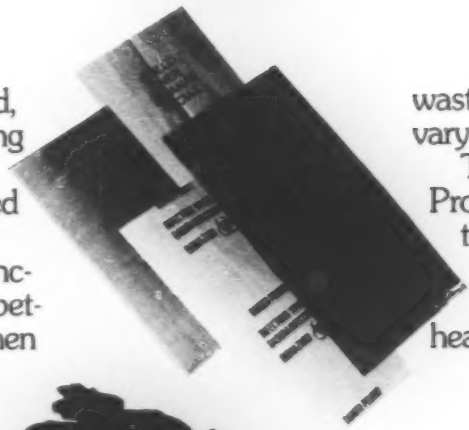

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division of Ris Paper Company. She will be responsible for all marketing and sales promotion activities in the New England region. Ms. Pelletier comes to Ris from Lindenmeyr Paper Corp., where she held the title of manager of sales promotion in the Canton, MA office. She has been involved in the graphic arts industry for 7 years, and is a member of the New England Advertising Club, Art Directors Club of Boston and the Boston Chapter of AIGA.

Lou DeYenno of Ris Paper Company, Pennsauken, NJ, has been elected to a 1 year term as president of the Paper Trade Association of Philadelphia. He has been a member of the board of directors for the past 3 years, and was vice president this past year. One of the activities of the Paper Trade Association of Philadelphia is the granting of scholarships to students attending colleges and universities in the Delaware Valley.

Russell E. Greaves and **Florence Williams Staruski** have both retired from Ris Paper Company. Mr. Greaves, manager of the industrial department in Pennsauken, NJ, spent 53 years with Ris. In 1984, Mr. Greaves was given a surprise dinner party, attended by Ris executives, staff and customers, to commemorate 50 years of service to the company. Ms. Staruski, known as Flossie, worked for John Carter & Company, Boston, MA. When Carter was acquired by Ris, she became part of the sales service department at Ris, and worked for the two companies for a total of 50 years.

Joseph M. Scarpelli has been appointed executive vice president, sales, and **Josh Epstein** has been named vice president of Willmann Paper Company, New York City. Mr. Scarpelli began his career in the paper industry in 1972, and joined Willmann in 1980 as a vice president. Mr. Epstein has been with Willmann since 1976. Willmann is marking its 109th anniversary this year.

Michael D. O'Halloran has been appointed manager of Butler Paper's Fort Worth branch. He has been with Butler Paper for 18 years, most recently serving as branch manager in Green Bay, WI.

Jeffrey Friedberg has become operations manager for the New York division of Ris Paper Company. Mr. Friedberg has been in the paper industry for almost 18 years, and had spent the last 9 years with Willmann Paper Company, where he was director of purchasing and operations.

Mary Annable has been appointed to the position of sales promotion specialist by Seneca Paper, Rochester, NY. Ms. Annable will be responsible for the company's specification sales to advertising agencies, colleges and corporate design centers throughout central New York.

Joseph E. Labenz has been promoted to the position of president of Garrett-Buchanan Company, a major distributor for the printing and graphic arts industry in the middle Atlantic region. Mr. Labenz, who has spent his entire career with Garrett-Buchanan, was formerly executive vice president and chief operating officer for the company.

Marion C. Leland, secretary of Leland Paper Company, Inc. of Glens Falls, NY, died on February 8, 1987.

Robert L. Jacobs has joined WWF Paper Corporation as senior vice president-finance and is now the company's chief financial officer. Mr. Jacobs, a CPA, had been with Unijax for the last 13 years where he also held the position of vice president and chief financial officer. At WWF, he will help operate a company which has over 20 warehouses and converting facilities in the U.S. and the U.K. and has annual sales of about $600 million.

David M. Dooley has been appointed president of Duni Corporation, Milwaukee. Mr. Dooley comes to Duni from Lily-Tulip Inc. where he held a variety of sales and marketing positions in the food service and retail disposable markets over the last 18 years.

Thomas J. Wenrich has been appointed president of Noland Paper Company, Buena Vista, CA. Mr. Wenrich had been president of Paper Products Marketing, Portland, OR, since 1978, and had also worked for Boise Cascade Corporation's Paper Division in Portland.

Larry Swanson, president of Freeman Paper Company, Green Bay, WI, was recently elected to the board of directors of the American Paper Institute-Tissue Division. He was also appointed chairman of the Industrial Products Committee at Paper Week held March 9–11 in New York.

JUNE

1. *Boston Paper Trade Association's Golf Outing. Contact Albin Johnson, Jr., 617-748-2272.*

15–17. *International Pulp-Paper & Converting Exhibition and Conference for Asia, Tokyo International Fair Grounds (Harumi). Contact William R. Burris, E. J. Krause & Associates, 301-986-7800.*

16–19. *Paper Industry Management Association's (PIMA) 68th Annual International Management Conference, Radisson Hotel South, Minneapolis, MN. Contact Scott Baumruck, 312-956-0250.*

19–23. *Heart of America Paper Association Meeting. Lodge of Four Seasons, Lake Ozark, MO. Contact William E. Saunders, 314-946-8733.*

JULY

31. *Managing Customer & Product Line Profitability. del Cornado Resort, San Diego, CA. Contact NPTA.*

SEPTEMBER

19–22. *NPTA's Annual Convention and Exposition "Paper People Paths to Success," Atlanta, GA. Contact NPTA.*

28. *New England Paper Merchant's Association Golf Outing. Contact Albin R. Johnson, Jr., 617-748-2272*

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Printing Paper

New Film on Graphic Arts Careers Available from NPES

A 15 minute film titled "Opportunities in Graphic Communications" has been produced by the National Printing Equipment & Supply Association (NPES). It is aimed at high school and technical students and is available in 16mm ($100) and video cassette ($25).

The film reviews the diverse and rewarding careers in the graphic communications field. A personalized trailer that will feature your company's information may be added for $25.

For more details, or to order a copy, contact: NPES, Department A, 6849 Old Dominion Drive, Suite 200, McLean, VA 22101.

RittenhouseTown Commemorates History of Paper

In an effort to make the history of paper come alive and to commemorate the country's first papermaker, William Rittenhouse, the Friends of Historic RittenhouseTown have made some special stationery available. Featuring a line drawing, by Jan Gleysteen, of the RittenhouseTown restoration in Pennsylvania, the boxed notepaper is printed in two colors on beautiful text paper. To order ($5 per box), forward a check to: Friends of Historic RittenhouseTown, 3612 Earlham St., Philadelphia, PA 19129.

Quick Printing Sales Top $5 Billion in 1986

The Commerce Department now estimates that quick printers have broken through the $5 billion mark with franchise operators accounting for 20% of total sales. Early 1987 estimates show a continuation of the sales increases, reports *Quick Printing* magazine, and that franchises will continue to be strong.

Franchises are hot. The Commerce Department has put the number of U.S. quick printing establishments at 5,137—a 13.9% increase over 1985. The top three franchise states are California, Texas and Florida, with a total of 1,480 locations. New York, with 10% of the U.S. population, only had 4% of all franchise operations—indicating that independents may be more popular in the Big Apple.

The largest quick printing companies are chain operations that franchise each location to a local owner. Postal Instant Press (PIP) is the only national operation boasting over 1,000 locations. Quick printer franchise set-up expenses have increased as well, reports *Quick Printing* magazine. The total investment required in 1987 is expected to average $113,850.

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Industrial Paper

A Harbinger of Things to Come? Plastics Targeted

There is more and more discussion on the problem of discarded plastic products such as fast food take-out trays and cups and many other products. At the heart of this discussion is the tremendous problem of municipal waste and how to deal with it. Many municipalities have attempted to dictate to manufacturers how products are to be made and sold. They have put a great deal of pressure on manufacturers in the areas of research on how municipal waste can be dealt with.

Most recently, the City of Berkeley, CA has become the scene of one of the first legal fights on the issue. As reported in *Single Service News*, the newsletter of the newly named *Foodservice/Packaging Institute* (formerly *SSI*), the Subcommittee on Plastics of the City of Berkeley has proposed an ordinance which would require take-out packages to be biodegradable. Should the ordinance be passed, it would take effect in 1990, and would apply to all food service products, including cups, containers, bowls, wrappings and bags as well as many other products. Polystyrene packages made with CFCs are more than likely to be banned from use because they are more difficult to break down than other product materials.

The proposal follows weeks of discussions involving Berkeley citizens, local store owners, SSI staff and other industry representatives. At one point the degradability requirement was dropped as the Subcommittee realized the complexity of the issue, but, in the end, the desire to send a message to the plastics industry won out.

It is likely that similar action will be taken in other cities should the ordinance pass. It would naturally be used as a precedent and become a domino effect.

A similar action is also being considered by the City of Santa Monica, CA, which has several take-out restaurants lining its beachfront. Santa Monica is trying to reduce litter as well as cope with solid waste disposal problems.

Much of the litter problem lies with the American public's ability to dispose of these products in a reasonable manner and thus help municipalities deal with the discarded products as easily as possible. Unfortunately, efforts in this direction have been only marginally successful.

It remains to be seen just how far this issue will reach in its growth and what effect it will ultimately have upon paper, plastics and allied product distributors. But one thing is clear—the problem exists and its solution will have dramatic ramifications on the future of food service disposables.

The Packaging Crisis

Many voices are being heard on this issue. Some are calling for more legislation, some for more civic responsibility from both manufacturers and citizens. The severity of the proposals depends upon who it is you hear them from.

"You make a hamburger that can be consumed in five minutes and package it in a container that will last as long as the pyramids," comments a New Jersey Assemblyman who is fueling the fire for the anti-plastic packaging fight now spreading across the country.

"We want to send a message to the plastics industry!" stated a Berkeley City Commissioner. The feelings behind statements like these are also reflected in recent legislation introduced in Oregon, Vermont and other states. The message is being heard loud and clear that if these products are to be manufactured in such large numbers, the industry itself must aid in the disposal problems which result.

Degradability and recycling have been proposed by environmentalists as possible solutions. Neither is truly practical for food service and packaging disposables. The only feasible long-term strategy for handling used single service products is to recapture their energy through waste-to-energy incineration.

Waste-to-energy incineration is not a popular idea in most communities. It is a concept which must be promoted. The biggest part of the job will be to educate the public on the efficiency and value of the results, as well as the safety of modern incineration plants.

Waste-to-energy incinerators take a long time to locate and build. In the meantime, pressure will continue to build to reduce garbage going to landfills. This will more than likely result in proposals for the banning of and the taxing of products that cannot be recycled and do not degrade.

While today's debates concern plastics only, it is quite probable that the discussions will eventually include other packaging products. A recent study by Franklin Associates for the Environmental Protection Agency showed that paper and plastics are increasing as a percentage of municipal solid waste. A desire to cut down on "excessive packaging" and a desire to treat all industry fairly will result in attention to all packaging products and spotlight the problems associated with them.

The industry must respond with involvement and education. Manufacturer employees should involve themselves in local litter programs to show municipalities they wish to assist in the removal of the most visible source of the problem. Speeches to local citizens groups dispelling the popular myths about waste-to-energy incineration will also go a long way in the fight against this legislative nightmare.

The industry must also become more involved with the policy-making process. This means becoming more involved on a state, local and perhaps federal level now. The industry cannot wait until attitudes have been solidified and decisions have been made.

NPTA's Industrial Papers Division will be working on ways to keep members involved in the distribution of these products abreast of the latest news of both legislative efforts and ways in which they can participate and fight the legislation. In addition, the Division will stay in close contact with the *Foodservice/Packaging Institute* and is in the planning stages of producing a joint symposium on both this issue and many others facing the industry. Details and dates for this symposium will be announced following the formalization of the plans.

American Dream: Still Providing Workers With Inspiration

Ever since the early 1600s, the part of the world that became the United States has had a magnetic appeal to people from other countries. It didn't take long for the early English settlers to realize that life in America was not the same as life across the Atlantic. While each colony had a Royal Governor who was the official representative of the King, the descendents of the early settlers soon adopted a different attitude toward life than was possible in England (or any other European country, for that matter).

In all the other countries, life was governed by a rigid social order and who your parents were determined what kind of life you were destined to live. In America, however, things soon became different. The colonies, though under royal control, were not burdened with a pack of noblemen whose families had owned everything in sight for hundreds of years. There was a degree of individual freedom that was not only unavailable but unthinkable anyplace else.

by Ira B. Newman

When the colonists became upset because they thought that they were not being treated the same as citizens back in England, it did not take them long to realize that they would be better off as masters of their own fate, and the 13 colonies soon became the United States of America.

The career of Benjamin Franklin, who went from penniless printer's assistant to one of the leading men of the nation was indicative of the opportunities available to Americans. In the period following the Civil War, Horatio Alger wrote books with titles like *Ragged Dick*, *Luck and Pluck* and *Sink or Swim*. Invariably, the hero was a young boy who rose from the lowliest of beginnings to become a highly successful adult. Nobody reads Horatio Alger's stories anymore, but his name has become a synonym for a rags-to-riches success story.

Our lives today may be very different from the simpler lifestyle that prevailed over 100 years ago, but the American Dream is still a major influence in our lives. Success, of course, is not measured solely on the basis of how much money we earn. Comparatively few of us will ever become rich, but to have advanced in our jobs, to be given greater levels of responsibility, to have earned the respect of our fellow workers and to know that we are making a worthwhile contribution to society are all important ingredients of being a "success." Opportunity still exists for those who want to strive for it, and *MN* is proud to bring to your attention just a few of the individuals whose careers in our industry prove that desire, coupled with hard work, education and the right attitude can bring a high level of success to those who exhibit those characteristics.

Larry Cieslak: Atypical Salesperson

by Jeffrey H. Grover, assistant vice president-sales
National Paper & Packaging Company
Cleveland, OH

Larry Cieslak is not your typical salesperson. When he started at the National Paper and Packaging Company in Cleveland six years ago, Larry was a 22-year old material handler. He worked in the warehouse for four years, earn-

ing praise for his excellent work attitude and for pride in getting the job done right the first time. Much of Larry's productivity and work ethic was gained from his father, Ed, a National Paper driver with a forty-year service record. This drew the attention of National Paper's sales and operational management team.

Larry was promoted to the Customer Service department. His broad product knowledge went to work quickly for him: his comprehensive training in NAPCO's product mix provided a "hands on" reference to help guide NAPCO's customers. Larry's proactive approach, on the receiving end of the telephone, created many additional sales to customer orders, as well as a significant closing rate of new accounts. His efficiency, excellent listening and probing skills, enthusiasm and desire to help solve problems made him an ideal candidate for outside sales.

Now Larry enjoys working in an important outside territory. As an outside account representative, Larry's knowledge and experience inside has substantially increased his productivity as he continues to sharpen his sales skills. Larry is now performing a valuable service to his accounts, and he has eclipsed all previous performance records by first-year sales people.

Iberia Adams: Looking for Challenges

by Seth Landsberg, general manager
Kent H. Landsberg Company
Montebello, CA

It was 1962 when Iberia Adams came to work for the Kent H. Landsberg Company. The company was much smaller then, but it was about to embark on the explosive growth pattern that would propel it to a leadership position among Southern California paper distributors.

Even then the company operated at a high energy level and Iberia took charge of an area of especially concentrated activity. Her assignment, which she handled alone, was switchboard operator, receptionist, message center radio operator and mail girl. When you consider some 17 people now handle these responsibilities, you can get an idea of her work load.

Iberia became almost too good at her job. Although she was always interested in learning more about company operations, she was considered so valuable in her communications position that she was urged to remain there for a number of years. Finally, the message center-switchboard was re-structured and Iberia got the chance to move into Sales Service.

As an Order Administrator, Iberia discovered an instant rapport with customers and she developed the ability to work with sales people so that they had complete confidence in her problem solving capabilities.

Iberia Adams at work at the Kent H. Landsberg Company.

Over the years she acquired an almost encyclopedic product knowledge and her familiarity with the idiosyncracies of various accounts became legendary. During this time she gave little thought to advancing beyond Order Administrator. She was content to simply do that job as well as it could be done.

Eventually, though, she felt she was ready for further challenge. On her own, she began to attend courses in supervisory techniques and people management. When the position of Sales Service Supervisor opened up, Iberia was an obvious choice.

Her new responsibilities are many. She's on the front line with customers and the sales force, but she finds her greatest satisfaction in the training aspect of her position. Working with her newer people so that they gain the confidence and ability to handle their jobs at a level consistent with Landsberg standards is very fulfilling.

Iberia considers her years of service adequate comment on how she feels about her company. She started her career 25 years ago with dedication and enthusiasm and she maintains those qualities as she addresses each new day.

David Roberson: Keeping on Top of Inventory

by David L. Bayles, president/treasurer
Tayloe Paper Company
Tulsa, OK

Over the last several years, Tayloe's Industrial Paper Division has been the mainstay of our company. The sales have constantly increased and have sustained our organization through one of the longest and deepest recessions since the dust bowl days of the 1930s.

The individual who has taken over in this hot spot of Tayloe Paper is our Industrial Purchasing Manager, David Roberson.

David started with Tayloe as a truck driver in July, 1977. After driving a truck for 18 months, he was offered the opportunity to join our purchasing staff as a buyer in December, 1978. He has since "paid his dues" by continuing his education, first in the computer field and then by obtaining an Associates Degree in Purchasing and Materials Management. Last June, when an opening occurred for Purchasing Manager, the obvious choice was David. He is now responsible for the management of all industrial products purchasing and he oversees the inventory and delivery of the products to our customers.

One real benefit of David's expertise is the control of inventory. We now know what items move well and what items require special consideration for selling (special pricing). He manages the ordering for inventory and for special customer requirements. Customer service is recognized as a special demand upon David's time and they always get the attention required to meet their service needs.

As a member of the Tayloe staff, David participates in the International Sanitary Supply Association and the Affiliated Paper Companies Association.

We are especially proud of David's strong personal commitment to his family and his future. David is the Secretary of the Intermediate Sunday School of St. Andrew's Baptist Church. He is active at St. Andrew's, along with his wife Linda and two children, Michael and Janice.

Ned J. Smith: Helping to Mold the Company

by James B. Brame, Jr., president
Brame Specialty Company, Inc.
Durham, NC

Ned J. Smith came to work at Brame Specialty Company on March 27, 1954. Ned recalls that the company would be glad to hire him, but he would have to make his own work spot because, at the time, nothing was really available. He was very eager and decided he could make himself useful in the accounts receivable arena. Before long he began to assume responsibilities in the credit department, and became our credit manager. Ned has consistently kept our bad debt losses below industry averages.

Somewhere along the way Ned began to wear the hat of personnel manager in addition to that of credit manager. Over the years Ned has interviewed and hired more Brame employees

than anyone else in our history. Since any company is a reflection of the people that make it up, Ned obviously has had a tremendous impact on Brame Specialty Company.

In has capacity as personnel manager, Ned has handled company benefit plans, such as profit sharing, retirement, life, disability and health insurance and our employee assistance program. He's our perennial United Way Campaign Chairman and has kept our employee group among the top per capita givers in our community. On the personal side, Ned and his wife, Gladys, have two grown sons, Jim and Jay. As a family, they have always been close and have enjoyed many camping trips together. Ned is active in his church and this involvement is reflected daily in both his personal and business life. Ned's exemplary performance was recognized by his election as Corporate Secretary on January 4, 1965, and as Vice President and Secretary on January 22, 1985.

Ned has worked closely with all three Brame generations—all of whom have and do consider themselves fortunate to have had the pleasure of association and the benefit of his contributions over the past 33 years. His fellow employees feel the same way, grateful for what he has meant to them—whether listening when they need to talk, sharing a problem or whatever. And when there is a problem, you can count on him being a part of the solution.

Whether as a teacher, leader, coach or counselor—a loyal, dedicated, capable, common sense, people-minded person—yes, this man's for real. A man of whom we're mighty proud—and happy to salute. One who says himself that he was once a "flunky" and is now Vice President and Secretary of our company.

Michael G. Moncrief: Creating His Own Niche

by Bennett N. Scott, Ph.D., director of Human Resources
Century Papers, Inc.
Houston, TX

"He didn't climb the corporate ladder; he scaled the wall." This was said recently of Michael G. Moncrief at Century Papers, Inc. Newly appointed Vice President/Administration, Moncrief has come up through the ranks and now handles legal and compliance matters, union contracts, real estate, insurance, pension plan and special projects.

"I didn't follow a traditional career path," Moncrief observes. "I created my niche by doing things nobody else wanted to do." His willingness to do what needed to be done, and doing it with dedication and attention to detail, has won for him terms such as cooperative, adaptable, reliable and team player.

Starting in the warehouse 19 years ago, Moncrief progressed through customer service, outside sales and inventory control to become head of the payables department. His field management career led from cost control, data processing, insurance and credit to Operations Manager of Century's largest division. From there he moved to the corporate office where his broad understanding of the business of the company has allowed him to make invaluable contributions. In 1984, Moncrief was appointed Assistant Vice President and Assistant Secretary of the corporation. This year, his dedication was rewarded by appointment as a full Vice President.

Moncrief credits his success to two factors. "First, I always ask, 'What is best for Century Papers?' That is the basis for my decisions." The second factor is the "Things to Do" list which is updated weekly. Things he must do are prioritized in each of his areas of responsibility; he lives by this list. As fellow workers note, some of Moncrief's success has to be attributed to his competitive spirit. "I hate to lose," Moncrief admits.

Century's President, Herschel Maltz, affirms, "Mike has incredible integrity. He has grown from an inexperienced kid to a mature, responsible professional businessman. Always well prepared, he listens well and learns fast. He sees the big picture and gets the job done with a sense of urgency. Mike doesn't bring problems to me; he brings solutions. He updates me on situations and tells me what actions he has taken or plans to take. That makes my job a lot easier."

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

If You Don't Ask, You Won't Get: It's Simple!

There are many salespeople who are working very hard—but they aren't as successful as they should (or could) be. They may know their product(s) inside out, they may be getting in to see plenty of potential customers, they may explain what their product can do and why the customer needs it with the best of them—and yet they still leave a lot of offices with nothing to show for their pains.

Many times, when all else is done well, but orders are still not being written, the problem is a simple failure to do one crucial thing: ask for the order! No matter how good you are at whetting your customers' desire to buy your product, if you don't actually ask for the order, many people will never make the decision to buy. (Of course, some people will buy from you in spite of yourself, but the idea is to make more sales, not just coast along.)

Every sales training program emphasizes the need to *close* the sale. Usually, the close is used fairly early to draw out objections which can then be overcome and the close tried again (and again, etc.) The close just means asking for the order, so why do salespeople sometimes find it hard to do it?

There are probably as many different reasons as there are salespeople, but often we carry over into our sales activities the feelings we have when someone is trying to sell something to *us*. Most of us tend to resent the type of pressure known as the "hard sell," and we try to avoid using that method in our own selling approach. This sometimes leads to difficulties in reaching the point at which we have to ask our customer to decide to spend some money.

If we just keep on saying how good our product is, maybe the customer will volunteer to buy it without our ever having to do the asking ourselves. And sometimes that *does* happen—but not often enough to rely on it as the basis for our livelihood.

What the salesperson must keep in mind is one simple fact: the customer knows that we are there to sell him/her something and *expects* to be asked to buy. If we know our product and have established a degree of rapport with the customer, the chances are fairly good that a sale can be made (or that we have established the groundwork for a sale on our next visit).

Asking for the order should be a normal culmination of our sales visit. Take out your order book, but *do not* ask "Do you want to buy some?" Instead, assume that the customer is going to get something and present him/her with a simple decision ("Would you prefer all white or shall we mix the colors?" or "Would five cartons of the standard size and three cartons of the large, economy size be enough or would you prefer five cartons of each size?"). In effect, you are making the buying decision for the customer, but offering them a choice permits them to still feel as if they are in control of the situation. So ask—but do it the right way and watch your sales figures take off.■

Sales Briefs

JB PAPERS has announced three additions to its sales and customer service staffs. Ms. Jill Levy, a 12 year veteran of the paper and printing industry, will be servicing commercial printers, envelope and direct mail houses. Ms. Marie Quaglia has joined the customer service department and Mr. John McCabe has brought his 14 years of experience to the New York sales staff.

BROWN-BRIDGE/KIMBERLY-CLARK has introduced a new pressure sensitive label stock called 62 lb. Smudgeproof Latex. The latex-saturated stock provides strength, flexibility, durability and conformability, according to the manufacturer. This makes it an ideal choice for such jobs as labeling glass containers and vials, as well as corrugated boxes. The labels can be printed on web presses, impact computer printers and typewriters, and will take most common pen and marker inks. For more information, call 800-543-9452 outside of Ohio or 800-537-0716 in Ohio.

WAUSAU COATED PRODUCTS has made available to paper distributors a new line, called PrintPak, of shrink-wrapped packages of 100 8-1/2" x 11" pressure sensitive sheets. The sheets, designed for quick printers, paper stores and in-plant printing operations, come in a variety of face papers including Matte Litho, Semi-Gloss, Uncoated Offset, several Fluorescents and Matte and Gloss Gold and Silver Foil. For more information, call Wausau Coated Sales at 1-800-835-7117.

SCOTT PAPER COMPANY's Commercial Products Division is now producing Scottcloth™ Heavy Duty Wipers. For the first time, the strength of cloth shop towels and the convenience of disposable wipers has been combined in Scottcloth, which is made from a combination of cellulose and textile fibers. The resulting wipers are strong enough for heavy industrial tasks but are soft enough for personal use. They can be used, wrung out, and reused several times before being discarded.

The new wipers are available in three

sizes and in three different packages. To learn more, write to Scottcloth Heavy Duty Wipers, Scott Paper Company, P.O. Box 830, Dept. JS-46, Devon, PA 19333, or call 1-800-4-SCOTT-1.

LPS INDUSTRIES INC. of Newark, NJ, has introduced Speedy-Pax, a new lightweight, heavy duty shipping and mailing envelope. The envelope can be used to ship papers and documents, soft goods or any merchandise requiring strong, opaque, security type packaging. Speedy-Pax comes with a self-sealing hot melt adhesive closure, or as a heat-sealable pouch for security and pilfer resistance. The envelopes can be printed in four colors, and their light weight helps save postage and shipping costs. For samples and more information, call LPS Industries at 1-800-225-1244.

NEENAH PAPER has appointed Williamhouse Sales Corporation as an official converter of Neenah's full line of bond, writing and text papers. Williamhouse, with its eight locations, will enable Neenah to offer its customers easy accessibility to matching envelopes for a complete line of correspondence and text grades.

VEITSILUOTO OY, a Finnish paper maker, has produced a new coated paper, LumiBlade, with optimized opacity and sheen. The paper is made from pulp derived from trees that grow very slowly in the northern part of Finland. This slow growth results in exceptionally long and thin fibers, resulting in an even quality pulp, which, in turn, helps produce a paper with very little variation in technical quality. Ninety percent of the annual production of 180,000 tons is exported. Further information can be obtained from The Madden Corporation, 9 Rockefeller Plaza, New York, NY 10020. Their telephone number is 212-246-9373.

ROLL PRODUCTS DIVISION of MACtac is producing an optically clear pressure sensitive film called Medalist® OptiClear™. Designed for applications requiring complete transparency, the film has uses in hospitals and laboratories where it wraps well on syringes, ampules and vials, giving non-distorted identification of contents. It can also be used for health/beauty aid and pharmaceutical labeling. For more information on Medalist OptiClear and their other products, write the Roll Products Division of MACtac, 4560 Darrow Road, Stow, OH 44224 or call 216-688-1111.

INTERNATIONAL PAPER COMPANY has introduced a new #4 coated web offset paper called Liberty™ Hi-Brite. The new paper is said to combine high brightness and high gloss for a free sheet look with the economy of groundwood paper. Uses for Hi-Brite include catalogs, magazines and inserts requiring heavy ink coverage. The paper is available in 40# through 70# basis weights, and a printed sample in 60# basis weight can be obtained from International Paper Company, 77 West 45th Street, Room 32-45, New York, NY 10036, or call 212-536-6327.■

Paul E. Newcomer, president, Quaker City Paper & Chemical Company, 300 N. Sherman Street, York, PA, recently announced the winners of their "Salesperson of the Year" Contest. Standing left to right are: Larry Wells, sixth place winner; Kim Garrett, fifth place; Mike Ketterman, fourth place; Linda Benyak, third place; Charlene Kelley, second place; Frank Veri, first place winner; Mr. Newcomer; Jeff Feder, vice prsident of sales; and Alex Monteith, executive vice president. The 20-person sales force were awarded monthly points for sales, sales increases, performances of collections and performance in sales promotions.■

Are You Your Own Stumbling Block to Success?

By the time we are adults and are ready to tackle the world we have spent most of our lives up to that point in acquiring a particular way of doing things—or, perhaps, of avoiding doing things. Whether we are born with or without various capabilities or talents is beyond our control. We must make do with what we have, and, assuming a normal level of intelligence, we find jobs and make a living at them.

During the years when we are getting our start toward responsible adulthood, we acquire not only knowledge but also develop an individual style of coping with whatever we are asked to do. This style can literally make us or break us when we finally get going in the adult world. Our way of responding to the demands placed on us shows up early. Teachers quickly learn who does assigned work well and who prefers to ↗

let it slide. As these attitudes toward our responsibilities become ingrained, we are creating the conditions that will affect our adult lives.

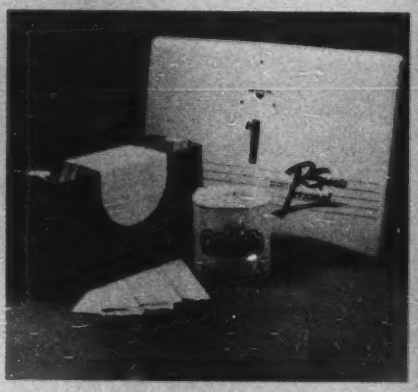
If we view life as a series of opportunities and challenges that we are anxious to meet head on, we will probably be successful in whatever we tackle. If work is something we want to avoid doing at all costs, we are sabotaging ourselves. Fortunately, while we can't change our genes, we *can* change our attitudes and ways of doing things. As a sales representative, if you find yourself putting off things that should be done ASAP, or forgetting to make call backs when promised, or any of those things that mean wasted time and lost opportunities, you shouldn't assume that you can't improve.

Improvement must be preceded by an acknowledgement to yourself that you can do better than you are doing at present. If you refuse to admit to a problem, you cannot solve the problem. Once you agree that things could be better, make yourself aware of how you are actually spending your time each day. Do you look for trivial things to do so that you don't have to do the big jobs? (Are you avoiding the big jobs because you are afraid you might not do them well?) Do things not get done because you "forget" about them?

Whatever it is that reduces your level of productivity, by analyzing what you are doing (or not doing), you are taking the first step toward improving the situation. Then, devise a plan to help yourself change your habits. It always seems easier to develop a bad habit than a good one, and we all know how hard it can be to break a bad habit, but it can be done if we really want to do it. And don't forget that there are people around who can help us, either by acting as role models or by making suggestions to us about how to do our jobs better. So, if deep down you are not completely satisfied with how you are doing (and how many of us really are?), don't wait for next New Year's resolution time—start now and maybe you won't have to make any resolutions next January.■

Image is Important...Even in the Bathroom

According to Suzanne Sears, product manager for Scott Paper Company's Away-From-Home Products Division, "restrooms, along with lobbies and elevators, are one of the major image building areas in any office building." By using high quality paper products (hand towels, toilet tissue and toilet seat covers), management is able to enhance their building's image at little additional cost, if any.



Naturally, Ms. Sears suggests that building managers consider Scott's products, especially their new premium product bundle: Brand 150 C-Fold hand towels, Cottonelle® toilet tissue and P.S. Personal Seats™ disposable toilet seat covers. For more information, write to: Image Enhancing Amenities, Scott Paper Company, Dept. JS-44, P.O. Box 830, Devon, PA 19333, or call 1-800-4-SCOTT-1.■

The Start of a Beautiful Relationship—Or...

It is no secret that today's business world is very competitive (when wasn't it?), so a sales representative who has nailed down an order with a new customer certainly deserves a lot of credit. But whether or not that new customer will become a regular customer (the best kind) depends to a considerable extent on what kind of handling is given to that first order. Sooner or later, there is going to be some kind of a foulup with somebody's order. If it happens after a long-term good relationship, it will probably be excused (though it isn't a good idea to make it a habit). If it happens on a *first* order, it could be fatal to the chances of ever getting a second order.

The first time a new customer buys from your company, a major test situation is being created. If all goes well—or even better than well—the customer gains confidence in your ability to deliver as promised, and you can count on future orders following. You are really an unknown quantity as you get to know each other, but remember that you need the customer more than the customer needs you. There are more than enough competitors out there who would be only too happy to pick up the pieces if you stumble and foul up that first delivery. Of course, every order deserves the best handling it can get, but *everybody* concerned should be aware that a *first order* is being processed. This is no time for a lapse in communications to occur.■

Cover Stock Promotion Piece Available

The Archambault Group of Hartford, CT has produced a new promotional piece for Linweave Fine Papers that highlights Linweave's Quality Cover. Designed to demonstrate the cover stock's versatility, several different printing techniques ranging from embossing to foil stamping to four-color process were used. Linweave did a special mailing of the piece to graphic designers and ad agencies across the country in hopes not only of providing a source of inspiration for designers, but to boost the sales of their franchised merchants as well. If you would like to get a copy of the Quality Cover promotional piece, write: Larry Gavens, Nat'l. Sales Mgr., Linweave Fine Papers, Inc., 10 Linweave Drive, Holyoke, MA 01040 or call 413-536-6410.■

Water Broom is Heavy Duty Cleaner

People who are faced with the problem of cleaning large areas such as service station driveways and service bays, large commercial kitchens, meat and poultry packing areas, tennis courts, garages, dumpster pads, parking areas, etc., may find the answer to their problem in the C-4 American Water Broom™.

Using regular tap water, and attached to a standard hose, the Water Broom produces a controlled blast of high pressure water three feet wide and just inches from the surface. It is built of heavy gauge steel and brass and is practically maintenance free because it has almost no moving parts. The Water Broom manages to remove small abrasive particles that brooms and vacuums often miss.

The American Water Broom company also produces medium duty steel and aluminum Water Brooms for commercial use, as well as a complete line of models for the homeowner in metal and plastic. For more information, call or write: American Water Broom, 3565 McCall Place, Atlanta, GA 30340, telephone 1-800-241-6565 (in Georgia, 404-451-2000).■

Eastern Paper Company Adopts New Motto

Inspired by Bruce Merrifield's presentation, "Understanding the Dynamics of Distribution", the employees of Eastern Paper Company, Hartford, CT, decided to adopt some of his philosophies. Tied in with a newly established "Employee of the Month Award," all of Eastern's employees are now wearing buttons proclaiming (in abbreviated form) "DIRTFT," the company's new motto. Order forms and pic-tickets are stamped with "DIRTFT," as well, and the new motto has helped generate enthusiasm, raised morale and enhanced productivity. The first two winners of the Employee of the Month Award were Dave Schroeder, customer service representative, and Kate Sharp, computer operations.

What did you say? Oh, you want to know what "DIRTFT" means. It means "Do It Right the First Time," a good motto for *all* of us to adopt!

(Bruce Merrifield's program, which comes on two video tapes along with workbooks and a manual, can be obtained from the NPTA for $375.)■

Professional Selling

NPTA offers sales training through its "PSS" approach. Thousands have increased their profits. Contact: Bruce Linden at NPTA: 516-829-3070.

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*Single or double occupancy, based on space availability. Offer good for September 18-22, 1987 only. Reservations by using the 1987 NPTA Convention Housing Registration Form are recommended.

Mid-Year Conference A Success for YEF

The Young Executives Forum (YEF) has grown to be an important part of NPTA's on-going membership service package.

Forty paper distributor executives met in Florida from March 19th to March 22nd at the Third Annual Mid-Year Conference sponsored by the Young Executives Forum (YEF) of the NPTA.

This year's conference, held at the Grenelefe Resort near Orlando, was again a great success. The educational programs offered the attendees opportunities to improve their own management skills and ways to strengthen the paper distributors they represented.

Friday's program was presented by Art Turock whose timely subject was "Managing for Exceptional Performance." This presentation gave us insights into ways of gaining a commitment to excellence from our employees and also made us aware of the leadership actions that elicit this commitment. This results-oriented program is well worth implementing in our own companies.

On Saturday, we were fortunate to have as our program leader, D. Bruce Merrifield, whose topic was "Using Financial Numbers for Employee Motivation and Results." I might add that Merrifield was invited back this year by popular demand to carry on with more information from our conference last year in Arizona. Space does not permit me to give a full report on this presentation, but I highly recommend that you and your company invest in the video tape program, *Understanding the Dynamics of Distribution*, produced for NPTA by D. Bruce Merrifield.

On Sunday we had an interesting discussion of the interaction of the paper merchant and the mill supplier. This program was well thought out and was coordinated by David Belew, president of Beckett Paper Company, representing the printing paper supplier, and Lyle McGlothlen, product manager of towels and tissue, James River Corporation. Discussion centered around past, present and future trends that affect merchants and mills.

Probably one of the greatest benefits of attending this conference was the opportunity to renew friendships with other members of the YEF. The interaction and friendships that have developed through participation in YEF functions at both the Mid Year Conference and the meetings held for YEF members at NPTA Conventions have benefits that will serve our industry for years to come. What I'm speaking of is the sharing of ideas and discussion of common problems and goals in our business. The opportunity to "network" with our peers in our own industry has benefits that can't be measured.

To those of you that couldn't attend, you've missed a great conference and to those of you that haven't yet joined the YEF, what are you waiting for? If you are a young executive in the paper distribution business under age 45, or know of a candidate for membership, this organization is custom built for you.

See you at the NPTA Convention in Atlanta in September for the next great YEF function.

This report on the YEF Mid-Year Conference was provided by Dennis C. Anderson, vice president sales, Nogg Brothers Paper Company, Omaha, NE.

Exploring a Career in Selling Paper Products

The author's purpose in writing this article is to tell those who are considering a career in selling paper what to expect. This story has never been told in the paper distribution industry except in one-on-one situations. The article should be used in reprint fashion at high school career days, for college recruitment and generally at other times when hiring. It is probably the closest thing this industry has to a job description for people who sell paper and allied products.

By Sam Bledsoe, Mead Merchants, Knoxville, TN

It is hard to imagine any organized commercial, industrial, or social activity which does not use paper in some way. In fact, according to the American Paper Institute, Americans used 45 million tons of paper, or an average of 375 pounds per person, in 1985. Even so, the paper industry is not well known to those who work outside it.

Paper mills, converters and paper merchants all play an important role in the supply side of this interesting and vital industry which employs more than 250,000 men and women. In 1985, approximately 650 U.S. paper mills produced over 35 million tons of printing, writing and industrial papers. Industrial papers, which are often referred to as "coarse" papers, include paper towels, toilet tissue, industrial wipes, kraft paper, chipboard and paper tapes. The converter purchases paper from the mill and converts it into various value-added products such as envelopes, tapes, pressure-sensitive label stock and continuous forms.

The paper merchant is a wholesale distributor of printing or industrial papers and the paper sales person is a key figure in the distribution process. Selling paper is a challenging but rewarding career with an excellent income potential. This article is for anyone who would like to learn about a career in paper sales. It provides a broad overview of paper sales and specific answers to such questions as, "What is selling paper like?" "How would I be paid?" "How much money could I earn?" and "To whom would I sell my product?" Where there are differences between selling printing paper and industrial paper, they will be pointed out.

The Paper Merchant

Paper merchants serve as middlemen between paper mills, and sometimes converters, and the printer or other end-user. Roughly half of all the printing paper produced in this country is sold through paper merchants. The balance is primarily bought direct from the mill by large users such as magazine and newspaper publishers. The merchant buys from the mill in truckload quantities, where possible, so as to get the best price and the lowest freight costs. Mills will usually ship a truckload of paper, freight-paid, to merchants within a few hundred miles of the mill. Since trucklines charge less per hundred pounds of weight as the weight of shipments increases, significant savings can be achieved by shipping in truckload quantities. In some areas, mills cooperate in allowing different merchants to combine their orders on a regular scheduled delivery by a "pool" truck to reduce shipping costs.

A mill does not have the resources to handle the small orders from commercial and in-plant printers, for example, or to represent itself in all the local markets. The mill depends on the merchant for these and other important services such as providing inventory, warehouse space, credit, advice in marketing and paper selection, special sizes, free samples, timely delivery and assistance in resolving paper claims or other problems with the mill.

The paper merchant warehouses many different kinds of paper in appropriate quantities. Since there are so many different kinds of paper, it would be impossible for the printer to stock even a fraction of the papers he might need.

Paper merchants basically fall into one of three categories: fine (printing) paper only (about 25%); industrial paper only (about 30%), or dual houses (about 45%) which sell both fine and industrial papers. There are currently about 1,500 fine paper merchants and 4,000 industrial paper merchants in the U.S. Most paper merchants are relatively small, privately-owned companies, but there are also some giants who have 50 or more branches across the country.

Quick printers have exploded in numbers and share of market until, in 1985, there were approximately 18,000 quick printers in the U.S.

The Market

Fine paper merchant customers are generally owners or purchasing agents of small to large commercial printing companies and supervisors or purchasing agents for book publishers, quick copy shops, business forms printers, in-plant printshops of large corporations and government agencies such as city, county, state and federal governments. The largest printers, such as newspaper publishers, who purchase printing papers in truckload quantities (40,000 pounds or more), generally buy direct from the mill.

Industrial paper merchant customers include food service companies, fast food outlets, health care institutions, manufacturers and public institutions, with manufacturers providing the largest customer base by far.

Commercial Printers

Commercial printers are the single largest group of customers for fine paper merchants. In 1985, more than 32,000 commercial printers did approximately $80 billion worth of printing, making commercial printing one of our country's most vigorous industries. The industry is comprised of thousands of modest sized firms with only a handful having even a one-percent share of the total. Commercial printers range from the small one-or two-man, family-owned print shop with one or two duplicators to the giant web printer, like R.H. Donnelly.

Commercial printers usually expect two-or three-day delivery and substantial inventories of printing papers. Commercial printers are under intense competitive pressures and often operate under tight deadlines. Printing is a highly technical and complicated process which requires the cooperation, at one time or another, of the printing sales person, specifier, pre-press department, graphics department, production supervisor, pressman, purchasing agent, ink supplier and paper merchant sales rep. Too often the printer's customer will spend months designing an extensive promotional piece, then bring it to the printer and expect him to deliver a top-quality finished product in a week or two, if the printer's estimate is the lowest. The printer then, to meet the customer's deadline, will have to disrupt his production schedule and juggle other jobs around that were already scheduled. The paper merchant consequently will have to supply the paper on short notice, requiring close coordination between the mill and the truckline.

If the paper chosen for the job is not stocked or readily available, the rep will have to work even harder to locate the paper and get it to the printer on time. It may have to be shipped direct from the mill to the printer, and the freight costs may cause a cost over-run. Therefore, the merchant sales rep should work closely with the printer or specifier to avoid ordering a paper which is not readily available.

More of the Market

In-plant printers work mostly in the printing departments of large industrial corporations, federal agencies, city and state governments, governmennt contractors, universities, school systems and utilities. Public agencies will normally require that paper purchases for more than a few hundred dollars be made through formal, sealed bids; consequently, pricing on their in-plant business is very competitive and profit margins are low. In-plant printers are usually less demanding to work with than commercial printers, however, because they can usually schedule their jobs well in advance since their only "customer" is their own company and many of their jobs are repeats. Nor do they have to compete in the marketplace for business where customers may demand quick turnaround times.

Book, catalog and magazine publishing have skyrocketed in recent years and today, Americans choose from some 11,000 magazine titles and receive more than 10 billion catalogs a year. Additionally, advertising supplements inserted into daily and weekly newspapers have now reached 50 billion a year! The larger printers and publishers usually buy most of their paper in roll form direct from the mill but the smaller printers who do this kind of printing usually buy part of their paper from the merchant and can be excellent customers.

Quick-printers have exploded in numbers and share of the market until, in 1985, there were approximately 18,000 quick-printers in the U.S. Quick-printers have evolved into far more than just copy shops. The variety of papers they use and services they offer have mushroomed in the last ten years. Because they buy fairly large quantities of the "commodity" grades, pricing for this business is very competitive and profit margins are low but sales to them by merchants are substantial.

Forms printing has also grown markedly in the last few years and, although most of their web grades (rolls rather than sheets) are bought direct from the mill, they may place sizable orders with the merchant.

The Merchant Sales Person

The paper merchant sales person, or "rep," should be outgoing, assertive and articulate; well-organized with good social skills, have a professional appearance and be a self-starter. A college degree is becoming more the rule than the exception, with a bachelor's degree in marketing being especially helpful. Previous work experience, particularly sales experience, or training in the graphic arts, printing, radio, TV or agency advertising fields, is a definite plus.

The average age of sales reps is about 39, and an age of 25 to 35 years is common for a new rep. Among sales reps with at least two years' experience, the turnover rate is low. According to the National Paper Trade Association, printing paper reps average about 16 years in the industry, while industrial paper reps had been selling paper for an average of just over 12 years and, dual house reps had just over 13 years in the industry. Today, only about five percent of sales reps are female but opportunitites for women are generally increasing.

On the Job

The rep enjoys a prestigious career which requires a strong commitment to hard work and considerable study during the early years. The fine paper rep will typically service a clientele of 40 to 80 clients while the industrial paper rep will usually service from 60 to 100 accounts. These numbers will vary greatly, however, depending on the distribution of accounts by size in the rep's territory. The larger the accounts the rep has, the smaller will be the total number serviced. The rep will see all of his accounts at least monthly and the key accounts will be seen at least every week. The industrial rep generally has more accounts but does not have to call on them as frequently as the fine paper rep.

There is usually more emphasis on account development than on prospecting by the fine paper rep since the market is so well-defined. The industrial rep will have the opportunity and need to prospect more, however, since there is a broader range of customers who can be sold.

The sales rep works Monday through Friday, usually from 8:00 am to 5:00 pm, although during the first few years, one can expect to work later in the office two or three days a week at least, studying and working on quotes. From about 9:00 until about 4:00, the rep will be calling on printers and/or purchasing agents.

Above and beyond delivery of orders and technical advice on new items, paper reps offer service as their primary product. The fine paper rep will often be asked to quote the printer a price and ready date for the paper he needs for a job he is quoting. The rep, or someone in customer service, should respond to the printer as soon as possible with the requested information. Paper merchant sales is high pressure because printers are always "under the gun." The rep has to worry about getting the paper to the printer when he needs it—often on short notice. The printer, on the other hand, has to deal with problems in scheduling, pre-press, production, maintenance, credit, and customer relations. The industrial rep, needless to say, usually does not have to work under such strict deadlines.

Credit problems will vary somewhat with the state of the economy, but credit is always an important part of the rep's job. The rep will usually receive a monthly aging report which gives the status of each account. The rep must follow up on those accounts that are slow in paying and handle this delicate area tactfully. If handled carelessly, the customer may be alienated and the account may be lost for good.

The rep will need to be sure that the printer's samples, or swatches, are complete and up-to-date. The rep must be knowledgeable about the characteristics, pricing, uses and availability of many different grades of paper—including not only those grades which he sells but those of his competition as well. Lunches will often be spent with clients. This is low-key relationship selling. The rep usually has little, if any, overnight travel as most territories are local. The rep will need to check in with the office several times during the day. A beeper can be a valuable time saver and help the rep to be more responsive and give better service to his customers.

Getting Paid

Generally, the sales trainee receives an annual salary of $12,000 to $18,000 during the first year, depending on his or her experience. After the rep completes his training, he usually works on a straight commission, receiving from 25% to 30% of the *gross trading margin* on the paper sold. The gross trading margin, or GTM, refers to the "profit margin" on which sales commissions are paid or, to put it another way, the difference between the cost of the paper and the selling price. About 70% of merchant sales people are on straight commission pay plans, about 20% are salaried and about 10% are on a combination salary-commission

The paper merchant sales rep should be outgoing, assertive and articulate; well-organized with good social skills, have a professional appearance and be a self-starter.

Most paper merchants use modern computer systems for inventory control, order processing, market analysis, etc.

plan. Since it costs between $25 and $100 to process an order, most merchants have a minimum order size of from $25 to $100, below which no commission is paid. The merchant will also typically add a "load" of between 5% and 8% to help cover the company's costs of inventory, delivery, credit, etc.

For example, if a sales rep were to sell 10,000 sheets of a certain printing paper for $110 per thousand sheets, the amount of the sale would be $1,100. The cost of the paper might typically be about $90/M, including a 6% load. Thus, the gross trading margin would be $200 and, if the commission rate is 27%, the commission earned on the sale would be $54.

According to the National Paper Trade Association's 1986 Performance Analysis Report, printing paper outside sales reps averaged total compensation (salary, bonus, commission and travel expense) of $47,750. Sales service personnel (inside sales people) averaged $20,280.

Industrial paper outside sales reps earned $38,640 on average with inside sales people making $16,350.

Dual merchant outside sales reps earned an average of $43,370. Sales service people made $18,940.

The averages do not tell the whole story, however. It is not uncommon for people who sell paper and allied products to make over $100,000 per year with a few earning in excess of a half-million dollars.

Sales Support

Paper merchants generally provide a high level of sales support, including attractive office facilities and secretarial support. The larger merchants usually provide pension plans, and some provide stock purchase plans as well for retirement. Fringe benefits usually include excellent life insurance and medical plans with at least half of the cost of benefits being paid for by the merchant company.

Most paper merchants use modern computer systems for inventory control, order processing, market analysis, etc. Most systems also provide the rep with timely sales reports that break down sales by account, in terms of sales volume, product line, and profit (gross trading margin). In addition, monthly aging reports which show amounts owed by each account in 30–day intervals are also provided.

Well-trained customer service personnel are critical to the effective support of the sales effort. In recent years, more and more merchants have begun to provide their own comprehensive sample books showing only the papers which the merchant stocks. These are valuable tools for the printer in eliminating uncertainty about which papers are readily available.

"Specifiers," such as advertising agencies, graphic designers, artists and public relations firms, do not purchase printing papers themselves, but they do "spec" (specify), or influence the purchase of the grades, colors, textures and weights of paper to be purchased by their clients. An experienced spec sales department, especially in the larger metropolitan areas, can be very productive.

Each paper merchant will usually represent 20 to 40 paper mills, each of which generally supplies promotional materials and trained mill reps to work with and assist in training the merchant's sales people. Sales aids and promotional materials such as printed samples and swatchbooks are also readily available from the mills, generally at no cost to the rep. Some merchants and many mills advertise in trade magazines such as *Southern Graphics, American Printer,* and *Printing* and offer sales promotions and contests.

Mills employ sales representatives, referred to as "mill reps," who call on the merchant and can be a valuable source of sales support. Mill reps provide a useful source of information on new products, changes in product lines, production capabilities, etc. Mill reps also provide a valuable channel of communications between the merchant and mill for ideas, questions and complaints. Mill reps can assist in product training, handling claims and making sales calls. Most are glad to assist in making sales calls.

Training

Many merchant sales people begin their training by working for three months to a year in the warehouse, the sample room and then in customer service before going into outside sales.

The trainee may complete a merchant-sponsored correspondence-type training course and attend a one-or two-week company training school. Trips to mills which the merchant represents may also be arranged and there are several schools that offer courses in paper making or sales. Regularly scheduled sales meetings are usually held, at least monthly, with training by management and mill reps in product knowledge, sales skills and motivational subjects. The trainee works closely with the sales manager and is usually assigned 40 to 60 accounts to service.

Sam Bledsoe, sales representative, Mead Merchants, Knoxville, TN

Career Outlook

The career outlook in paper sales is excellent with good prospects for income growth, although the numbers of sales reps will probably not increase significantly. Competition for available sales positions will continue to be strong. Although as many women as men currently work in customer service, not many women work in outside sales, but their numbers are steadily increasing just as more women are entering business and management positions. About 5% of today's fine paper or dual-house sales reps are female and only 3% or 4% sell for industrial merchants.

For More Info

Most of the larger corporations which own paper mills distribute very well-designed and informative annual reports. These can be excellent sources of additional information about the paper industry and are usually available from the paper merchant.

The National Paper Trade Association provides training and educational materials to those in the industry. Contact them, as well, for more information.

1995 JOB OUTLOOK

Based on U.S. Department of Labor Statistics Data

Occupation	Estimated Employment 1985	Job Outlook To 1995	Entry Requirements and Prospects
Manufacturers' Sales Workers	414,000	Up 16% at a slower than average rate	College degree is increasingly desirable, but many employers hire those with sales experience or special knowledge of the product line. Manufacturers of technical products usually require a college degree in science or engineering or other specialized technical degrees. Over half of the entrants are new college grads. Due to experience requirements, they tend to be older. Half have some college, and many have a degree.
Technical and Professional Communicat		Up * at an average rate (*figure not available)	Growth in the area will come from the increasing need to communicate scientific and technical concepts within complex organizations and to the general population. A bachelor's degree in English, communications, or a related area is required for most jobs. Specialization in a specific technical field will be an asset.
Electronic Publishing and Printing Occupations	1,300,000	Up * at an average rate (*figure not available)	Developments in the industry due to technological advances now require fewer work hours but higher skill levels. A growth area is the application of science, engineering, and technology in the graphic arts area. Supervisory and management positions require a knowledge of "Why" rather than just "How to." A background in mathematics, chemistry, and physics as well as practical experience in some technical phase of publishing is generally required for entry. The preparation required for supervisory and management positions is usually found in a two- or four-year college program.
Buyers, Retail and Wholesale Trade	256,000	Up 29% at an average rate	Familiarity with merchandise/ wholesaling and retailing generally required. Preference for applicants with college degrees in marketing or purchasing. Not an entry-level job as experience is required.
Purchasing Agents	191,000	Up 27% at an average rate	No universal entry requirements. Small companies tend to promote purchasing clerks or hire grads of associate degree programs in purchasing while larger ones require a college degree and prefer a master's in business administration or management. Over half of all entrants transfer from other areas or have specialized knowledge. Many are older.

Source: U.S. Government/Rochester Institute of Technology

Computer Program Helps Pinpoint Problems

Arthur Andersen & Co. developed the Higher Profits From Day One: A Profit Improvement System for Wholesaler Distributors in conjunction with the National Association of Wholesaler-Distributors' Distribution Research & Education Foundation (DREF). Below, the program's two authors, Steven M. Samek and Vincent R. Sparrow, speak with Management News about the Higher Profits system.

Steven M. Samek

Vincent R. Sparrow

MN: *Describve the* Higher Profits From Day One *system for our readers.*

AA: The *Higher Profits From Day One* system is a comprehensive, yet practical method of quickly identifying opportunities for improving a company's operations and profitability.

In the first phase of a *Higher Profits* review, the company uses several simple tools to quickly identify potential problems. This phase is called the productivity examination. At the conclusion of this phase, management determines which opportunities have the highest likelihood of providing significant paybacks to the company. The second phase really splits these opportunities into two separate groups. The first group, which we call immediate opportunities, are the easier to analyze and solve problems. Some issues, once identified, adapt themselves easily to quick fixes.

The second type of potential opportunity takes more time to analyze what is wrong and what can be done to fix it. These so-called complex issues are just that. While such changes may indeed be required, the investment involved requires greater study.

Higher Profits From Day One describes the analytical techniques that can be used to study both the quick and the more complex issues.

The final phase of a *Higher Profits* study is to make required changes in the company's internal reporting structure. Unfortunately, once a study is over, the focus on productivity begins to fade. If the company's internal reporting remains unchanged, sooner or later (and probably sooner!) the gains from the *Higher Profits* study will begin to evaporate. Monitoring requires that you change the company's reporting to highlight those areas identified as problems.

MN: *Why is the* Higher Profits *system extremely valuable in today's business environment?*

AA: Let's face it, business today is more competitive than it was five years ago. This is especially true of the wholesale distribution industry, where pressure is not only with your competitors but comes from your vendors and customers as well. Alternative methods of getting products to market, including warehouse clubs, direct sales from manufacturers and mail order companies are forcing the industry to re-evaluate its position and refocus on productivity. General Motors, Ford and Chrysler aren't the only ones having to re-evaluate the way they conduct their business.

MN: *Who gets involved in examining the company's productivity?*

AA: In general, the top managers of the organization are involved. They may not be involved on a day-to-day basis, but they are involved in terms of reviewing the results of the productivity examination and setting the direction for the work to come after that. In addition, they are also intimately involved in deciding what changes need to be made in the way the company does business, its policies, its strategic direction, etc. Other individuals who will be involved in a *Higher Profits* study would include middle level managers. These individuals would normally do the detailed analysis required and gather the information for top management. Normally, one individual would have responsibility for project coordination. The difficulties involved with coordinating schedules for meetings, gathering support and pulling all the information together for management's review is a significant task.

One of the significant advantages involved in this kind of study is the almost automatic communication between top managers and others in the organization. This communication may open the eyes of those down the line as to what the company's direction is; what top management's perceptions and goals are. In addition, exposure to the analytical requirements of this type of work and to top man-

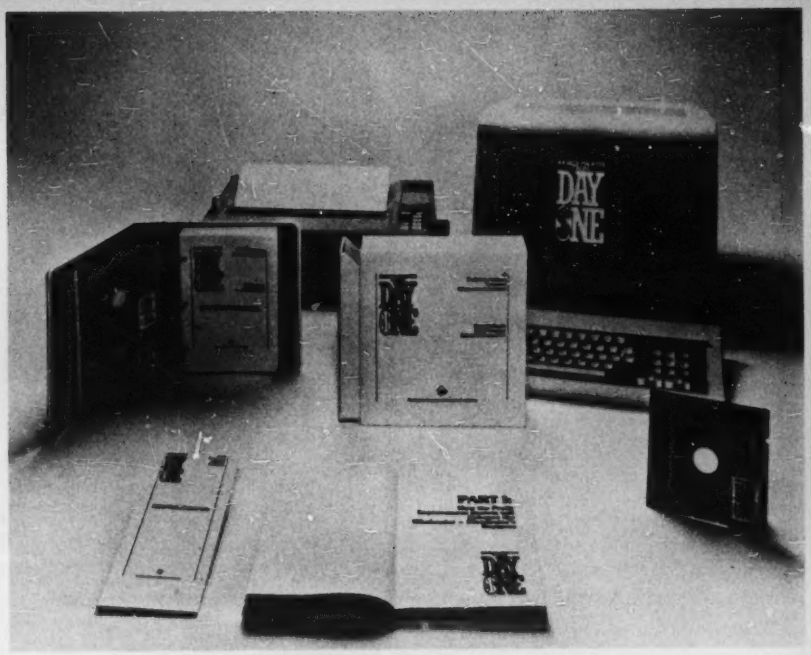
agement are a good training device for younger managers.

MN: *What are some of the key components of the comprehensive analysis of the company?*
AA: The three major tools used in the productivity examination are the key to the identification of potential problems within the organization. These key tools are the Executive Scorecard, the Productivity Screen Questionnaire and Key Factor/Ratio Analysis. The Executive Scorecard is simply a pocket-size guide for the CEO to use in walking around his business. Frequently, top managers get so busy in dealing with key customers and vendors and in attending to the everyday requirements of the business that they simply lose track of what may be going on in the detailed work. The Scorecard forces the executive to really see what's there—to see the trees instead of the forest. You use it to simply walk around your business and see what's going on.

The Productivity Screen Questionnaire is kind of a mini-Delphi study. It's used to gather the opinions of managers within the organization as far as what opportunities may exist in the organization and how their departments and others are performing.

The third tool used in the productivity examination is Key Factor/Ratio Analysis. Put simply, what we do is compute a number of detailed ratios to highlight operating problems. The comparison of a company's operating ratios over the course of, say, two or three years, not only highlights problems in the current year but illuminates negative trends. In addition, we also normally like to compare a company's ratios with comparable measures for its own commodity line. This can highlight something that the industry is doing but you're not.

MN: *How does the software template enhance the results of the analysis?*
AA: The template, called the *Higher Profits Template* or HPT, is a 1-2-3 spreadsheet that calculates 83 different ratios for a company. The ratios are calculated over a three year period and are compared to, if available, two years of industry data. You don't have to calculate the ratios yourself, the template does that. All you have to do is enter the indicated data. The template not only calculates these ratios, but flags those areas that may need attention. The template, by the way, produces its reports in two formats—in a straight report format and in graphs.



Another special feature of the template is the QUICKFIND feature. QUICKFIND basically describes all of the ratios and provides a diagnostic tool, if you will, to what the ratios mean. That is, the QUICKFIND not only explains how each of the ratios is calculated, but what they mean and what problems may be at the root cause of a declining or bad ratio. Finally, the QUICKFIND screen will reference the analytical technique described in *Higher Profits* that will allow you to analyze what the problem really is. QUICKFIND is really a resource material. Not everyone will have to print out or even view the QUICKFIND screens for each ratio. It is available and may be especially useful for younger managers involved in the project. To give you an idea of the scope and depth of the QUICKFIND screens, let's just say that if we had printed out all the QUICKFIND screens and included them in the book, we would have added another 300 or 400 pages to the book.

MN: *What exactly does "customizing" the* Higher Profits *system mean, and how does it benefit paper distributors?*
AA: Customizing the *Higher Profits* system involves entering commodity line data into the *Higher Profits* template. This template is a LOTUS 1-2-3 (trademark of LOTUS Development Corporation) spreadsheet used to calculate company ratios and to flag those that are out of line or showing negative trends.

The advantage of customizing the template is to provide the user with his own commodity line ratios with which to compare his company's results. There is just not much advan-

Continued on page 33

Free Case Study: *Those who wish to receive an actual case study showing the application of this program in a company, may request a free copy from the NPTA Communications Department by mail, phone or by checking the appropriate box on the tear-out card in this issue.*
—Editor

Who Gets What When You Start a Telemarketing Program?

Barbara Tyler Vivian, market development services supervisor for 3M, shares some thoughts on the interaction between field sales and telephone sales representatives.

By Barbara Tyler Vivian

Oftentimes when I work with a new telephone sales plan, when we arrive at the "who should we call" question, the first response is "the small accounts...the lowest volume accounts...the D accounts, etc." Makes sense, right? Not necessarily. Here's why.

When assigning accounts to telephone sales, there are several things to consider. First, based on your plan objectives, a decision must be made about whether the plan (a) will work with in-house accounts, either active or inactive; or (b) will build a new account base from outside lists; or (c) will combine the two.

In most companies there is a healthy resource of accounts to start any telephone sales plan. These are in the inactive account list; seminar, trade show and open house lists; leads received from manufacturers; and, of course, the active account list, which holds the greatest promise.

If you choose to select accounts from inside, here's a suggested procedure:

First, determine how many accounts can realistically be covered by your sales organization. Then look at the list of accounts assigned to each field sales representative. This figure will likely be larger than the first one. That means you have accounts "left over" who are not receiving adequate sales coverage.

Yet many of these accounts probably fall within a "B" category, with potential to move to an "A" with some concentrated attention. So we may end up with an account assignment that looks like Figure 1, utilizing our two strongest and most costly resources—field sales and telephone sales—where we can receive the greatest return on our investment.

In Figure 2 we see a situation in which the telephone sales representative can build an account to a "B" status, actually moving it into a position where it is called on less frequently than it should be for its potential.

The telephone sales representative is an expensive resource and, when hired and trained properly, can handle the "B" account quite nicely. It makes sense to give that person responsibility that will be challenging and profitable for the individual as well as the company.

The issue of compensation arises when accounts are "taken away" from the field representative. (An aside: this is rarely a concern when the reverse is true, i.e., taking away from telephone sales representatives accounts that have "grown up" and reassigning them to the field. Not much of a reward for a job well done.)

If the field sales representative is paid straight salary, or salary and commission, management can more easily control this situation. However, in a case where all or a majority of the compensation is based on sales, a different approach must be taken.

Some of the following ideas have been used by distributors. (The Solution is in boldface; the advantage/disadvantage is not.)

Provide sales credit to both telephone and field sales representatives. Cooperation vs competition/Double pay.

Split first year's sales credit. Small net loss to both telephone and field representative.

FIGURE 1

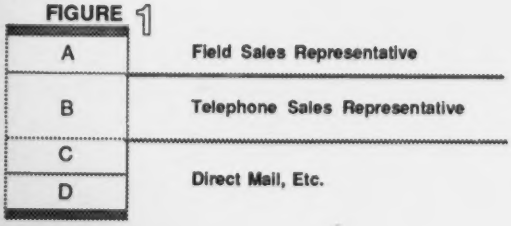
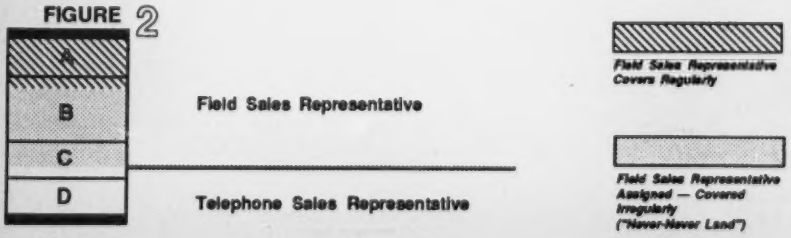


FIGURE 2



Telephone sales representative "buys" account from field representative for six month's commission. Telephone representative spends rather than earns.

Sales credit assigned to telephone sales representative entirely. Field sales representative resentful.

Take the time to determine exactly what the loss might be to the field representative and compare this to the cost of covering the acccount. In many cases more is spent than is earned.

Outside Lists

If you choose to go outside of your organization to select your accounts, there are numerous sources, which include:

- Trade publication subscription lists
- List brokers/directories
- D&B (listings by SIC)
- Yellow Pages
- Industry registries
- Trade association member rosters
- Chambers of Commerce

Cautions: if you are renting a list, you will be charged each time it is used, and to monitor their use most lists are seeded with phony names. Generally, you "own" a name only after you have received a response or an inquiry. There are lists which may include telephone numbers. Up-to-date Yellow Pages can be helpful. List brokers can usually find exactly the target list you are looking for—for a price. With list directories you can customize your own. Most lists can be produced in a variety of forms: labels, magnetic tape, cards, etc.

Barbara Tyler Vivian

A list seller usually offers a guarantee of deliverability at a certain percent. Be sure you clearly understand this part of the deal, and remember that no list will be 100% accurate.

Account selection is a major decision and the process described here is only the beginning. From these decisions come your account profile and determination about movement of accounts from one coverage method to another (from field to telephone and vice versa) and how it all fits into your overall coverage plan.

Remember, integration of your sales effort is critical to your success.

The issue of compensation arises when accounts are "taken away" from the field representative.

INTERVIEW/CONTINUED

from page 31

tage in comparing a paper distributor with, say, a heating, ventilating and air conditioning distributor. The businesses just aren't the same.

MN: *What kind of improvements in profitability can the user expect?*

AA: Results will vary, of course, with the size and the sophistication of the companies who apply the *Higher Profits* method, but significant savings are possible. In the pilot test we conducted, the pilot test companies identified productivity improvements worth more than $600,000 per company for an average of 150% of their average pretax income. Not bad. The savings and opportunities were identified in virtually all functional areas. Studies that have been performed since these pilot studies have also shown that the same very significant savings can be achieved.

MN: *What if I don't have a PC and don't intend to buy one. Can* Higher Profits *still help me?*

AA: Yes, *Higher Profits* can still be used, though QUICKFIND is unavailable. The ratios used in the *Higher Profits Template* are described in the book in sufficient detail so that anyone can actually get out their pencil and paper and calculate the ratios.

MN: *Thank you.*

Computerization Trends in Merchant Distribution

The costs and challenges of computerizing a distributorship today, to operate more productively and efficiently, are of paramount concern to many companies. It is a major decision to shift from a manual to an automated system, and there is no doubt that it usually takes more time, money and thought than originally expected.

During the Fall of 1986, a significant research study was completed that analyzed computerization by the wholesale distribution industry. Its findings, along with information from NPTA surveys, are indicative of the status of computerization with wholesalers in general and paper merchants in particular.

A profile of the typical respondent to the survey is a distributor with median sales of $8 million, in business 33 years, employing 35 people and having 1,200 active accounts.

How Computerized is the Industry?

This study found that 70.5% of the wholesale-distribution industry surveyed was automated in 1986, according to the CEOs involved. NPTA's own 1984 computer survey found that 77% of *paper merchants* were computerized, with another 10% expecting to be automated by mid-1985.

What Kind of System is Used?

Fully 76% use minicomputers to run their business, and another 11% use a mainframe (on-site or tied to one at a central location). Surprisingly, the use of personal computers is very low—only 2% use them. And, when they are used, it's primarily for word processing/supplemental activities. This corroborates NPTA findings in 1984, that 60% of the respondents did not see the use of personal computers expanding for business application, and 80% did not use PCs at home. Secondary uses for PCs by distributors include: programming, modeling, catalog or newsletter design, performed separately. PCs are not involved in the main business operations because companies need a more sophisticated information/filing system, especially regarding inventory (where constant access by several people at the same time, for different reasons, is critical.)

CEOs and the Computer

The average age of CEOs interviewed was 52 years. Seventy percent of these CEOs are "hands-off" managers that prefer not to get involved in the technicalities of the system but concentrate on the bottom line. The CEO is a major force in all purchasing decisions involving computer hardware/software—53% of all such items are bought directly by CEOs. A significant number of CEOs also stated that they were heavily involved in the entire transfer process to an automated system. Surprisingly, no one said that they used a computer for planning, although 84% said they do perform some type of planning activity.

The Initial Conversion Process

Fully 76% of survey respondents experienced moderate to high difficulty in changing their business from a manual to an automated operation. Sixty-five percent of the distributors said they were *hardware* oriented when they purchased the system, but companies are more aware now of the need to evaluate system *software* first. This is a key point, since the applications must be properly matched to a distributor's unique requirements to be most productive. Also, a large percentage of firms choose a single source for all their computer products.

System Longevity/Modifications

The average length of time users have been operating their current system is 3 1/2 years and 75% said they were satisfied with it. The other 25% that are not satisfied have merely outgrown their computer's capabilities. Thirty percent of those surveyed have switched systems at least once since their first purchase, and another 28% were committed to switching within 18 months. Forty-three percent of these changes were slated for upgrades (more speed or capacity, automating branch locations, etc.).

Software Issues

Findings revealed that almost all distributor computer users have a complete range of applications, especially in fundamental accounting aspects. Word processing and spreadsheet software are also very common. *Inventory* programs are, without a doubt, the most difficult and time-consuming to set up and maintain, since each company's requirements are unique. (Most companies demand significant customization with inventory software.) Distributors use the computer less extensively for the payroll function—only 50% use computerized in-house payroll, the remainder doing it manually or going with an outside source.

Nearly 50% of users select local or out-of-town vendors that are small-medium size specialty software houses. In-house programmers are used by only 24% of survey participants. Another major source is a large vendor such as IBM, NCR, Qantel, Hewlett Packard, DEC, etc., who has turnkey packages. No companies bought standard, "off-the-shelf" software to accomplish *major* support functions. Most distributors (74%) are "locked-in" to their current software suppliers, due to high changeover costs. As for industry-specific software, 49% of those surveyed said

they have seen or heard about custom-tailored applications used in their specific commodity line. NPTA believes that this percentage is substantially higher for paper merchants.

Current applications include: accounts payable/receivable, general ledger, inventory, order entry, payroll, purchasing, word processing, spreadsheet, vehicle maintenance, forecasting and point-of-sale.

EDP Expenses By Type Merchant

(Incl. total data processing expenses, equipment & facility lease payments and/or depreciation, people costs, supplies, service bureau costs)

	1983	1984	1985
Printing Paper			
Estimated EDP Expense* $ Spent/yr.	$54,550	$ 86,200	$ 75,900
EDP Expenses As % Net Sales (%)	.30	.35	.37
EDP As % Gross Profit (%)	2.04	2.12	2.14
Industrial Paper			
Estimated EDP Expense* $ Spent/yr.	$62,270	$ 49,950	$ 56,000
EDP Expenses As % Net Sales (%)	.64	.61	.63
EDP As % Gross Profit (%)	2.86	3.01	2.84
Dual Merchants			
Estimated EDP Expense* $ Spent/yr.	$67,715	$109,270	$117,200
EDP Expenses As % Net Sales (%)	.45	.64	.63
EDP As % Gross Profit (%)	2.61	3.99	3.67

*Derived by multiplying median EDP expenses as a percent net sales by median sales of PAR participants.

SOURCE: Annual NPTA/MFI Performance Analysis Report Surveys

What Are the Costs?

The October, 1986 study providing the above mentioned findings did not cover EDP costs, but NPTA's annual financial survey of paper merchants (Performance Analysis Report—PAR) does generate a few interesting statistics. As shown in the table below, EDP expenses are significant and rising.

Relative to sales, industrial and dual paper merchants spend more than printing paper houses—about 0.63% of net sales in 1985. This percentage has risen steadily for printing paper houses since 1983, and has eaten up more of gross profits as well—2.14% in 1985. Dual merchants are estimated to spend a median $117,000 yearly on EDP versus $76,000 printing and $56,000 industrial. Personnel costs, service bureaus and depreciation is included in these dollar figures. Obviously, some firms will spend significantly more or less, depending on their phase of computerization, whether they switch systems or undergo a major upgrade or are automating branch locations. However, these can be useful industry yardsticks to look at.

Note: 1986 PAR ratios for EDP expenses will be available from NPTA by mid-June, 1987.

A new study, to be released this summer, *The Forces of Change*, updates the 1983 Arthur Andersen/DREF study entitled *Future Trends in Wholesale Distribution*. Its findings point out that EDP expenses for *all* wholesalers in general may go as high as 4% of sales over the next five years. Paper merchants should expect this increase, and be aware that if they do not keep up with increased EDP investment and new "leading edge" technologies such as bar coding/computerized inventory control, they may well be left behind and ultimately be at a competitive disadvantage. The fixed asset base is expected to increase, relative to total assets. And, a big component of these fixed assets will be computer systems. EDP can represent as much as 0.8% of net sales for larger paper merchants, but this is still far from the 4% level projected by industry experts.

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Commerce Dept. Forecasts Merchant Growth to 1991

Slight improvement seen for 1987, with sales up 2.2% over 1986.

The U.S. Department of Commerce's 1987 edition of the *U.S. Industrial Outlook* has recently been released. Wholesale trade is covered, encompassing durable and nondurable goods sectors classified in SIC code group 50 and 51. Paper merchant wholesalers are classified within group 51 (5111—printing and writing paper, 5113—industrial and personal service paper).

The report covers major issues affecting wholesalers in general, the larger environment in which paper merchants operate. According to the Commerce Department, *merchant* wholesalers (as compared to manufacturers' sales branches, agents, brokers, commission merchants) usually account for nearly 60% of total wholesale *sales*, over 75% of *employment* and 80% of total *establishments*.

Following is the Commerce Department's outlook:

Current Situation

As the economy continued its recovery in 1984, merchant wholesalers' sales increased by almost 13%. Since 1984, however, economic growth has tapered off, and merchant wholesalers' estimated sales increased only 1% in 1985 and again in 1986.

Merchant wholesaling sales during the first 6 months of 1986 were 1% below the same period a year earlier. Sales by durable goods wholesalers increased by 3.7%, but sales by nondurable goods wholesalers decreased by 4.8% between the two periods. Merchant wholesale sales picked up in the second half of 1986, 1.1% (current dollars) over the 1985 level.

Outlook for 1987

The economic conditions of 1986 are expected to improve only slightly in 1987. Merchant wholesalers' sales will probably exceed $1.4 trillion, 2.2% more than the 1986 level. Sales by nondurables wholesalers should reach $760 billion, an increase of 1.3%.

Long-Term Prospects

Assuming that the economy picks up, total merchant wholesalers' sales are expected to grow at a compound annual rate of 4% during the 1987–91 period. Sharply changing market conditions, triggered by years of rising costs, new product introductions and a shrinking capital base, will raise a number of issues in the future. Dealing with those issues during the next decade will challenge merchant wholesalers to plan more precisely.

Merchant wholesalers probably will increase their dominance of the wholesale industry in the next decade through improvements in productivity and management. Productivity improvements now being implemented include greater use of computer information systems, extensive training for employees and clients in the use of electronic systems and increased use of telecommunications systems.

Many wholesalers are continuing to diversify into complementary commodity lines as a means of achieving greater sales. Other reasons for diversifying are to stay ahead of competition, to level out cyclical swings and to meet customer demand.

The rising cost of field sales is a growing concern for wholesalers. They will respond to this challenge by relying more heavily on their inside sales organization, which will mean upgrading technical skills. Also, they will become more deeply committed to nonpersonal selling techniques such as telemarketing, direct mail and systems selling.

Finally, the computer will become an even more important tool to the wholesaler. In addition to basic accounting and analysis of sales reports and customer accounts, computers will be used for taking on-line orders from customers, as well as communicating with manufacturers.

Employment and Earnings

While employment in the service trades sector is continuing to increase as a share of total U.S. employment, wholesale trade is showing only modest relative employment gains. The total workforce in wholesaling increased in 1986, but more slowly than in the prior year. Employment reached approximately 5.8 million, a gain of 1.4%.

During 1985, the average workweek was 38.3 hours, about the same as in the preceding year. Average hourly earnings increased 2.8%, to $9.13 an hour.

Business Failures

The number of business failures rose once again in 1985, according to data compiled by Dun & Bradstreet Corporation. Wholesale business failures in the fourth quarter of 1985 increased by 9.4%, to 1,229 from 1,123 in the comparable period year earlier. Nondurable goods wholesalers fared better than durable goods wholesalers.

Wholesalers appear optimistic that, with improvement in the economy and continued low inflation rates, their sales will grow, thereby halting the rising number of business failures. In the long run, wholesaling firms are devising business strategies that reduce their likelihood of

failing. Such strategies include increasing the efficiency of day-to-day operations, analyzing their weaknesses and strengths, computerizing business operations and expanding product lines.

Acquisitions and Mergers

More wholesalers, well aware of the profit potential in specialization, will either merge, buy out, open new branches, or establish specialized capabilities in-house. Computer systems already in place in the headquarters offices of those wholesalers that have merged or are contemplating such a move can be easily linked to acquired companies and their branch offices. Inventories can be tailored closely to local markets, and central purchasing on a larger scale can allow wholesalers to deal more efficiently with suppliers.

Computer Usage Growing

An estimated 70% of wholesalers now have some type of computer system in place, but few make full use of their system's potential, according to industry sources. Computers are now commonplace in the operational end of the business for keeping track of receivables, salaries and inventories, which are a major percentage of wholesalers' assets. Wholesalers are just beginning to use computers in such functions as sales and marketing and in warehouse automation.

Although some wholesalers are equipping outside salesmen with remote terminals with modems that can transmit orders and receive inventory, credit and other data by telephone, the move to electronic order entry has been relatively slow, according to industry sources. Telephone hookups between computers could allow customers to enter orders at their convenience, often through a customer-specific matrix of such factors as price and inventory numbers.

Taxes and Tax Reform

The most recent study by the Congressional Joint Committee on Taxation indicates that wholesalers have been paying a 35% effective tax rate—the second highest in the nation. Wholesalers have been paying high taxes because they are labor and inventory intensive. As a result, they have been able to make only relatively minimal use of the most generous preference 2 items contained in current tax law.

The recently approved Tax Reform Act of 1986, which dramatically reduces corporate and individual nominal tax rates by broadening the tax base, will significantly benefit most wholesalers. Through the new tax rate structure (a 34% top corporate rate and a graduated rate structure), as well as through such provisions as the simplified Last-In-First-Out (LIFO) method of inventory accounting and the increased expensing limits for capital assets, most wholesalers, large and small, will see their heavy tax burden reduced. The NAW predicts that the Tax Reform Act will contribute more to the wholesale industry's retained earnings than any other single piece of legislation in several decades.

Long before this tax reform was proposed, the NAW formed the Coalition to Reduce High Effective Tax Rates. Subsequently, the NAW, along with representatives of other affected industries and companies, formed the Tax Reform Action Coalition (TRAC). TRAC's membership ultimately exceeded 250 associations and corporations representing more than a million large and small businesses nationwide. TRAC is widely credited with coalescing business support for tax reform legislation, which helped its passage by Congress.

Mandated Benefits

Recent congressional attempts to mandate certain employee benefits, specifically parental and medical leave, are a key concern to wholesalers. The wholesale industry is labor intensive. As such, employee benefits such as pension plans, life and health insurance and disability leave, are a significant portion of wholesalers' costs of doing business.

The industry overwhelmingly opposed legislation introduced in the House and Senate during the 99th Congress requiring all businesses with more than 15 employees to provide family and disability leave. Not only would the legislation provide 18 weeks of unpaid leave for employees upon the birth or adoption of a child, it would also provide the same amount of leave for employees with sick parents or sick dependent children. Moreover, employers would be required to guarantee employees the same or a similar job upon return to work and to pay for continued health benefits during the employee's absence.

Wholesalers believe that imposing mandatory benefits over and above those required under current law would reduce the flexibility they now have to provide a benefit package suited to their employees' needs. They also contend that mandated family leave would force them to cut back on other benefits in order to absorb the cost of those imposed by Congress. This would, in turn, be discriminatory to employees in the industry who need other kinds of benefits.

Note: The complete book, *1987 U.S. Industrial Outlook*, covering reviews of over 350 manufacturing and service industries, can be ordered for $24 from the U.S. Government Printing Office, Washington, D.C. 20402-9325. The stock order number is 003-008-00200-5.

Summary National Trend Information: 1985 To Present

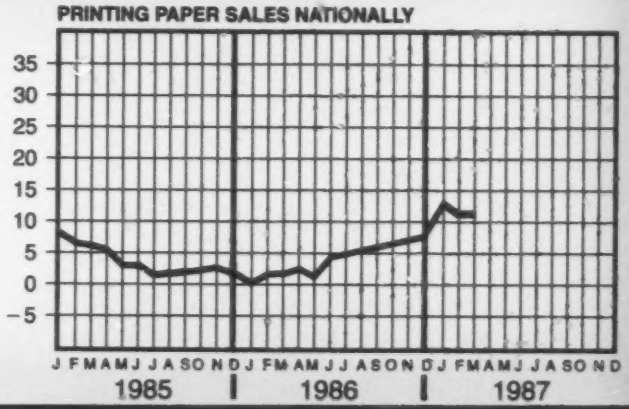
NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

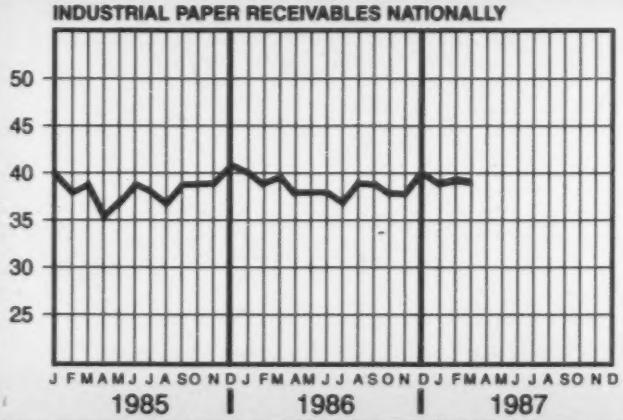
PRINTING PAPER SALES NATIONALLY



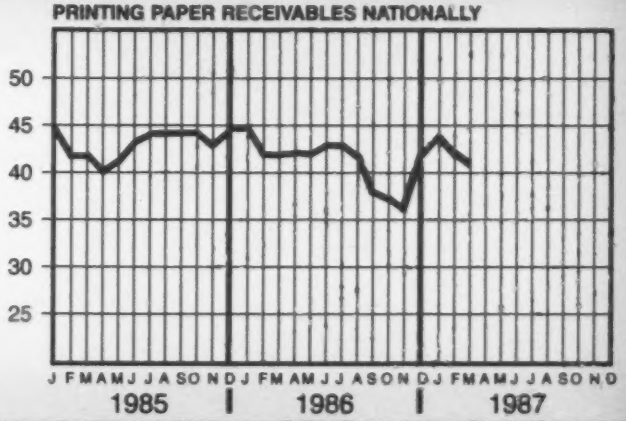
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



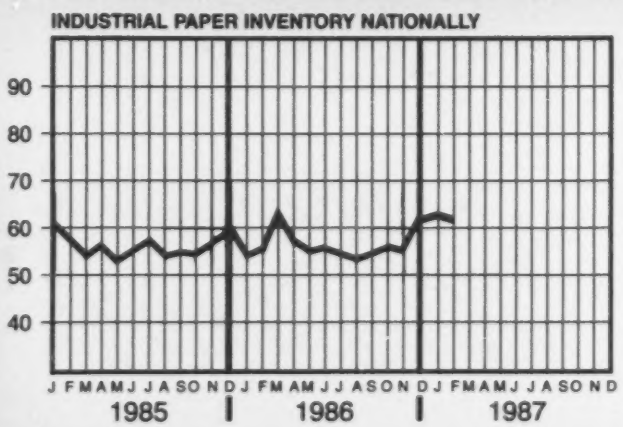
PRINTING PAPER RECEIVABLES NATIONALLY



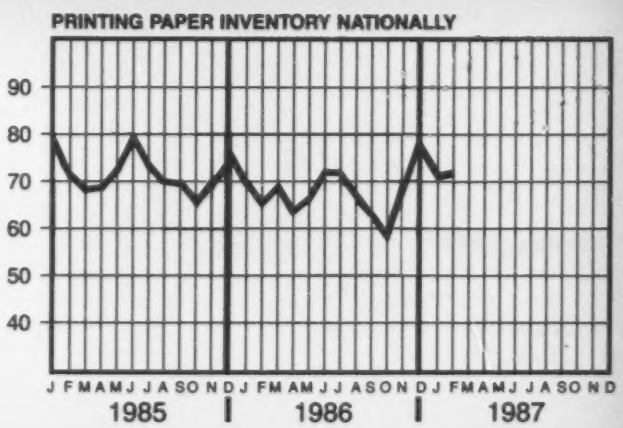
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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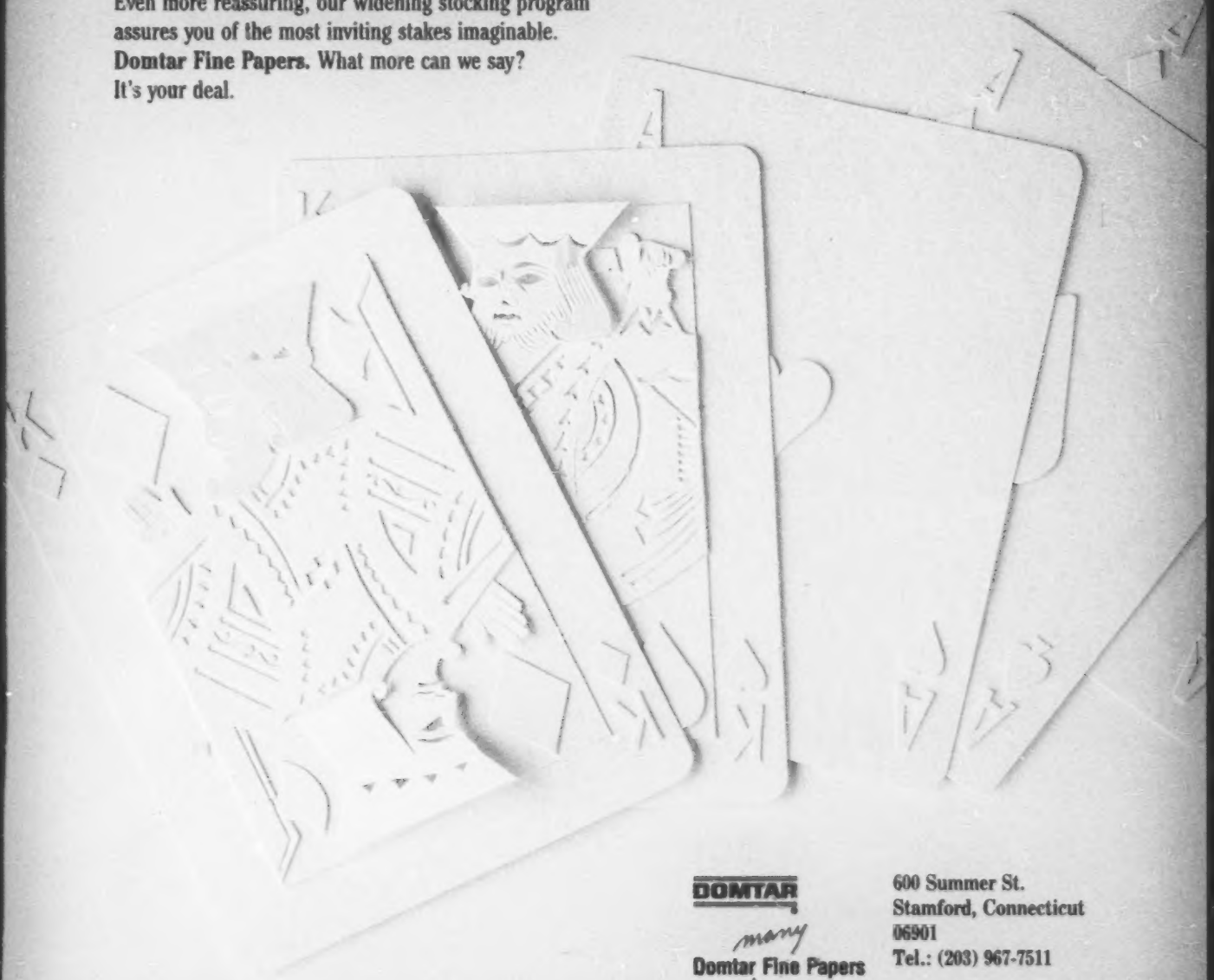
As a paper merchant house, you know you need a supplier you can count on for a winning hand when the chips are down. In short, a supplier that makes it easy to keep your house a full house.

Domtar Fine Papers. We've got the wide range of papers you need – uncoated free sheet, commercial printing, reprographic, writing – in the colors, whites, opaques and weights you need. And our mills have the capacity to keep you playing with a full deck no matter how tall the order. Even more reassuring, our widening stocking program assures you of the most inviting stakes imaginable.
Domtar Fine Papers. What more can we say?
It's your deal.



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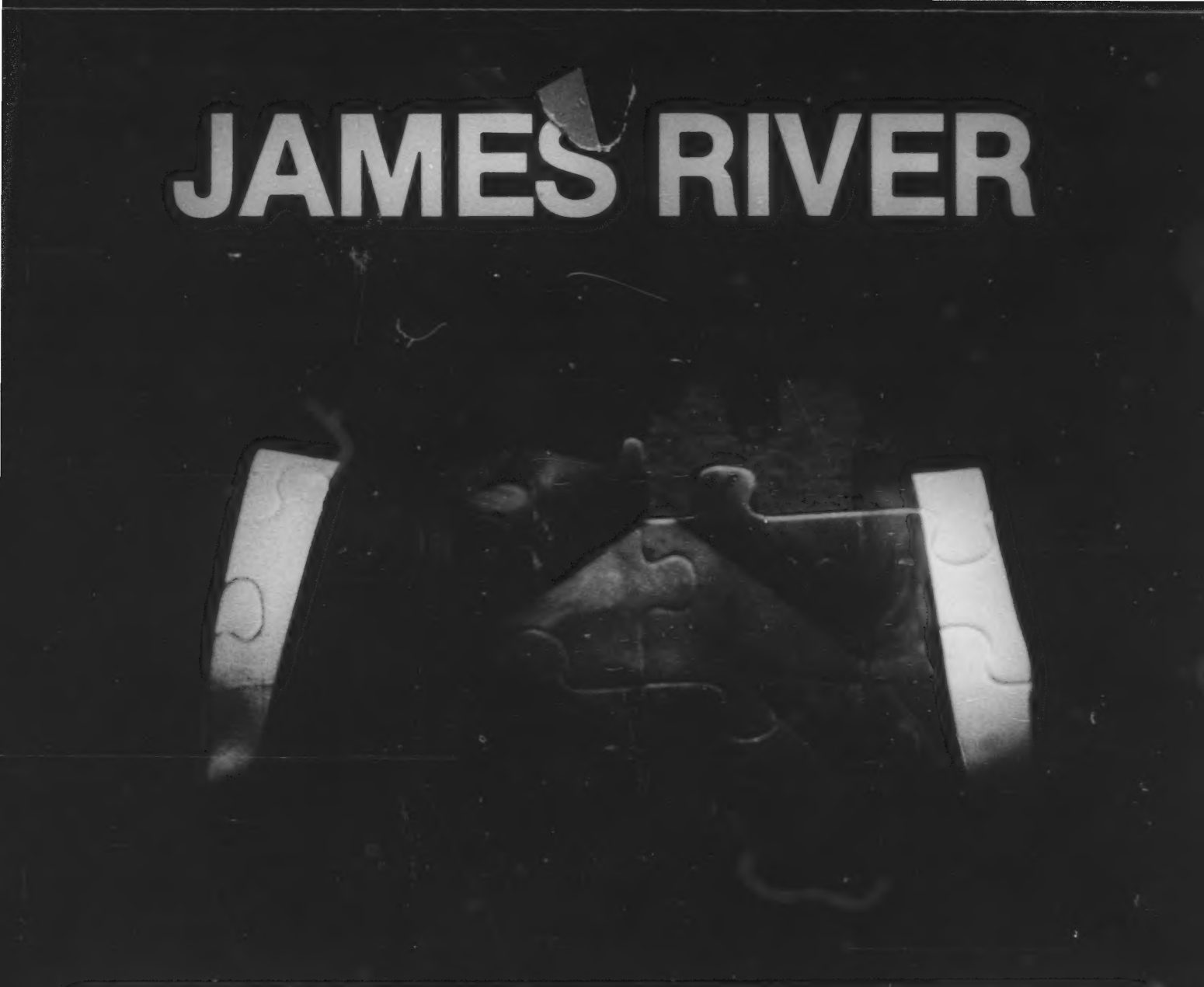

PUT TOGETHER A BETTER SALE WITH JAMES RIVER AS YOUR PARTNER.

We'll work with you right through the final handshake.

For instance: we've got "System-selling" seminars that train your reps to sell customers, not just disposables. And when your people ask for help, we'll put ourselves on the line and make sales calls right alongside them.

We also give you the broadest line of disposables. Which means we give you more selling opportunities than anyone.

There's more, too. Like merchandising. But mostly, it's attitude: to James River, a distributor is a valued partner. Someone to work with, not around.

If you need proof, talk to your James River representative.

JAMES RIVER CORPORATION

NPTA MANAGEMENT NEWS

JULY 1987

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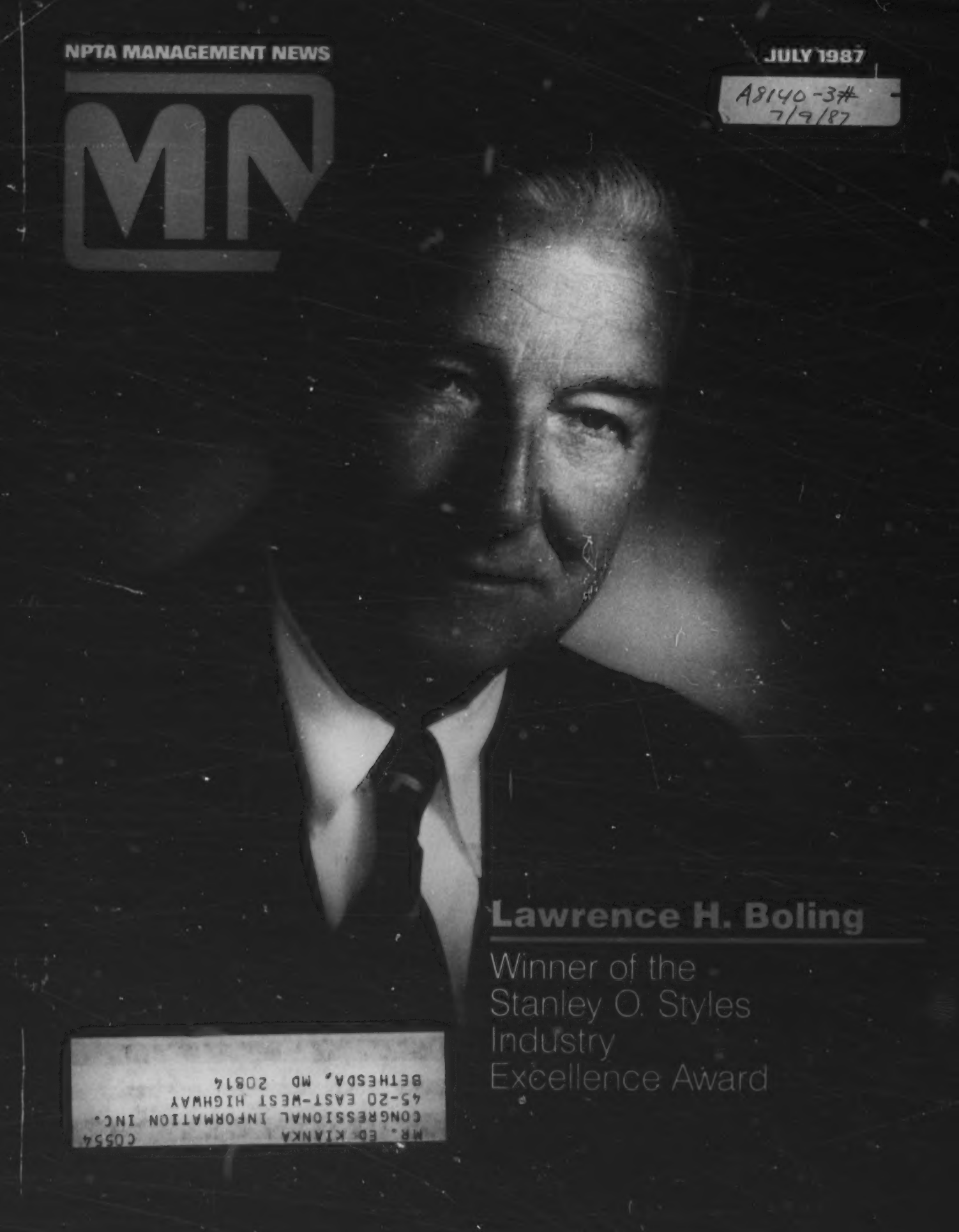
MN



Lawrence H. Boling

Winner of the
Stanley O. Styles
Industry
Excellence Award

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These nine brilliant new colors and a new vellum finish add spice to the subtle elegance of Woodland's special hand loom finish and famous soft Neutrals: Natural White. Bright White. Ivory. Tan. Gray. And Brown.

Woodland Text and Cover come in a full spectrum of sizes and weights, with matching envelopes available.

Go for the glory. Burst out of the doldrums with Flambeau's new Woodland Text & Cover. The Right Paper. The Right Price. Right Now!

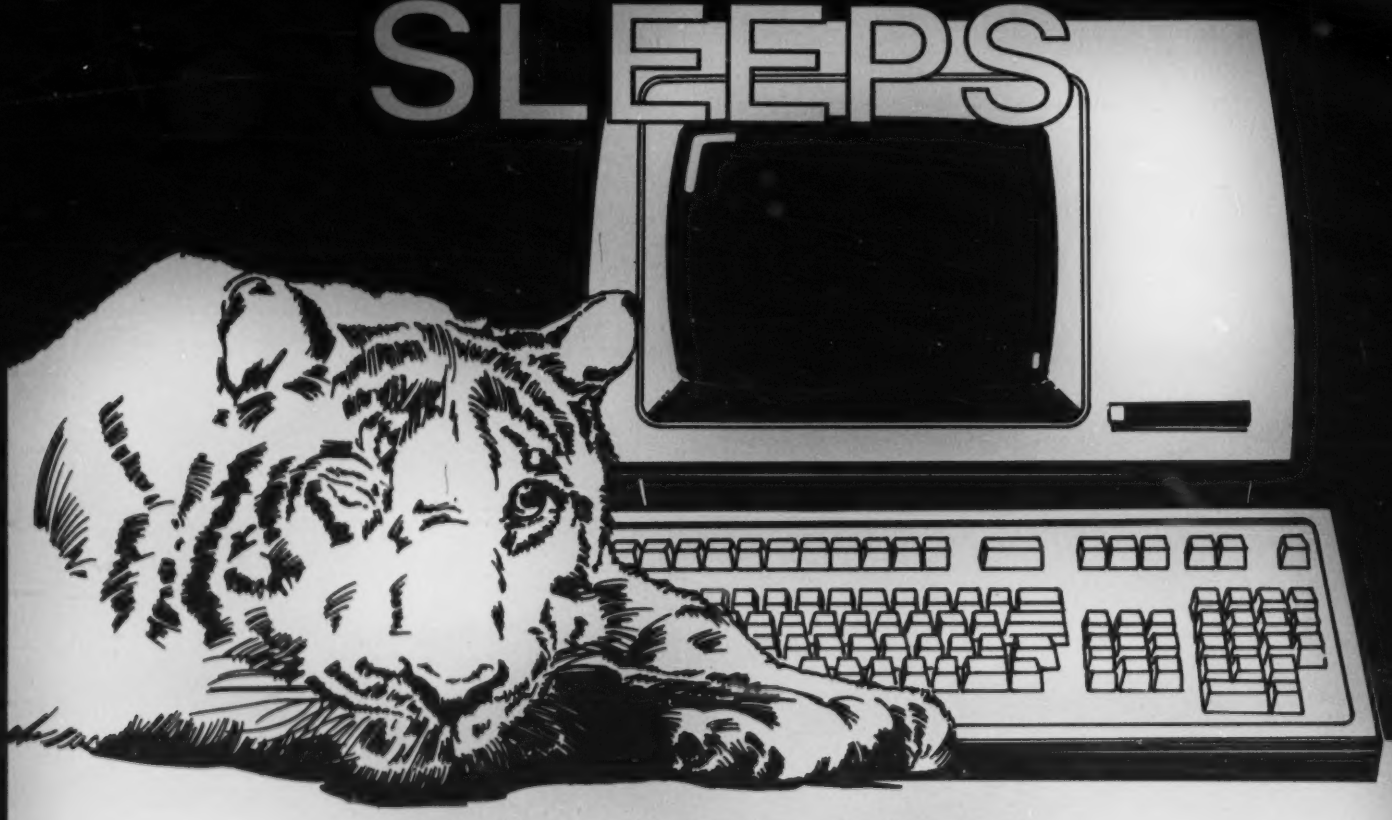
FLAMBEAU PAPER CORP.

BEAU

*Colors shown are printed reproductions. Send for free swatch book to see the actual brilliance and subtle elegance of these unique colors.

THE RIGHT PAPER. THE RIGHT PRICE. RIGHT NOW!

THE TIGER NEVER SLEEPS



CPI's PAPER TIGER

A CUSTOM SOFTWARE PACKAGE DESIGNED FOR THE PAPER MERCHANT

Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

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If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

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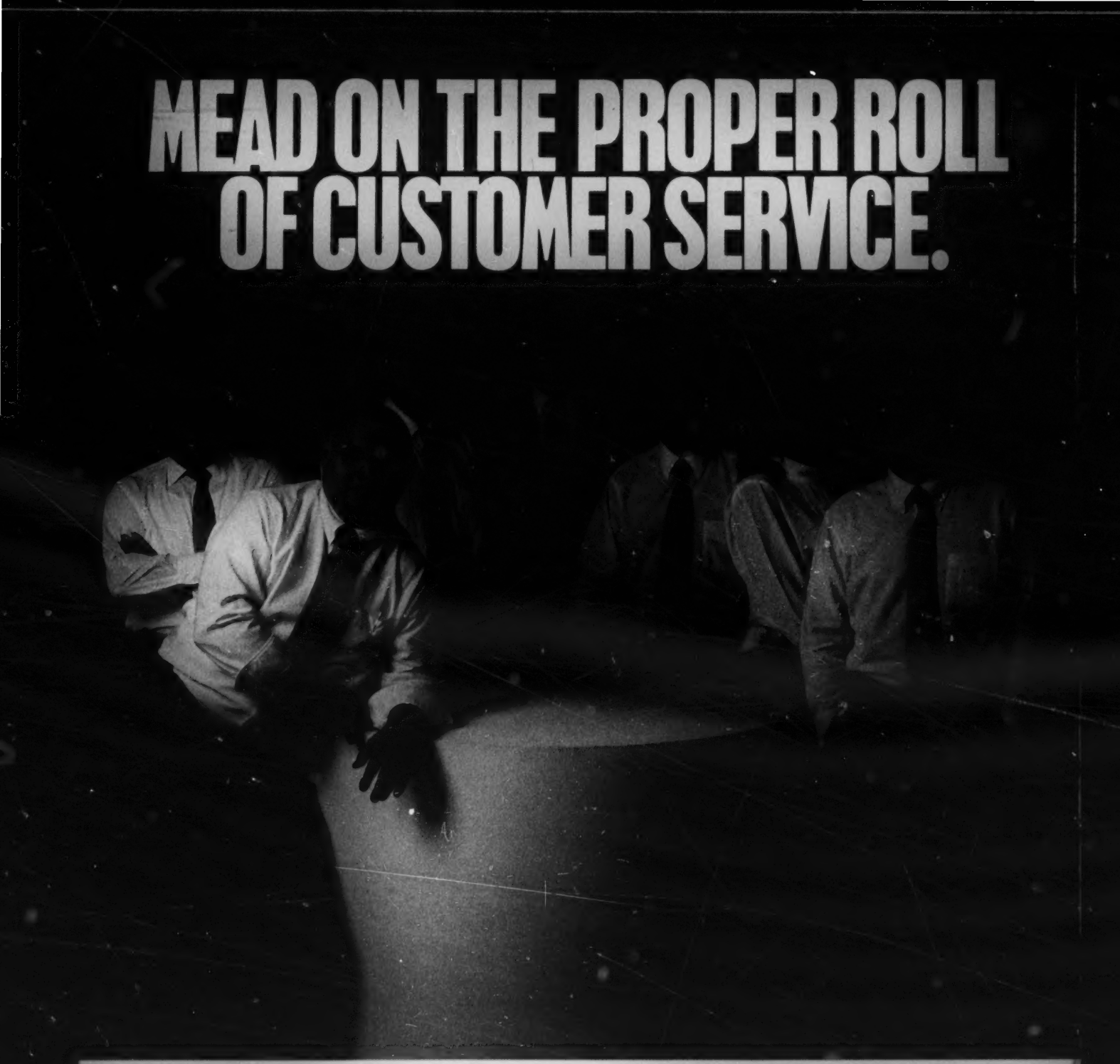

This is a rare photograph of our customer service people standing still.

Because they know the importance of time. They know that prompt, fair treatment is the standard by which we're judged.

MEAD CARBONLESS. YOU'LL BE IMPRESSED.

After all, the people in this picture have an average of 25 years experience in the business. That's a level of expertise that's unusual in the carbonless industry, but not at all unusual at Mead.

Before any of our representatives answer a phone or tackle a problem in person, they go through months of intensive training. They know our products inside and out. They know as much about printing as they do about paper. And they know what we expect from their performance. Nothing less than excellence.

Because you expect the best in our paper, and we expect the very best in our people.

Mead
Carbonless Papers

MN
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The 1986 Nobel Peace Prize winner will address NPTA's Annual Convention this year in Atlanta. He will speak at The Main Event on Convention Sunday at 10:30 AM in the Apparel Mart.

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COVER PHOTO: Richard Chesnut

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Merchant Takes Issue With NAPL Panel

I was quite interested to read the article *Printers and Their Paper Merchants* in the February 1987 edition of *MN*. I find that I take exception to a number of statements made by the panel.

Mr. Brand said merchants should study printers and find out what they do before coming in. To do so, the printer must be open and willing to explain his business to the merchant. Many printers are reluctant to do so.

Mr. Moore said that in his location, an hour away from almost any delivery, he still needs to be serviced. An hour travel time in my market (NYC) can be 1/2 mile. Mr. Moore also voiced disapproval of the "24 hour hold." If he gives a firm order to his merchant, the merchant can request the release of the hold for sold business.

Mr. Carpenter is unhappy with mill response to paper problems on press. Is he a "pro" or not? Does he know procedures or not? If a job must be run regardless of stock problems, it has to be completely documented. If all he has to show afterward is a pile of trash, then how does he expect to be compensated?

Mr. Banks says regardless of who supplies the paper, the NPTA or mill should put out a manual defining the steps required to document a complaint. Where has Mr. Banks been hiding? NPTA not only has forms and guidelines, but also a kit to help document problems. All major mills and even many of the smaller mills have pamphlets or at the very least a printed set of instructions to follow. Mr. Moore agrees with Mr. Banks and says it is the first time he has heard of the concept. He must have been hiding with Mr. Banks.

Mr. Carpenter also groans about yield as if he does not know that paper is a commodity bought and sold by the pound. Yes, there are manufacturing tolerances. Yes, they are known throughout the industry.

Thank you, Mr. Brand for recognizing "midnight requisitions" and night shift operations.

To Mr. Banks I say I cannot imagine 400 printers in the Atlanta area who would need 24 hour service. An educated guess on my part would be that less than 5% of the "400" printers are open 24 hours.

For the most part this panel appears not to have done any homework. Most of the points raised are specious and show a lack of professionalism on the part of the printer that is appalling.

I hope the future will bring enlightenment to these men and they will carefully weigh any future statements concerning Paper Merchants.

Paul Baim, vice president operations
Gould Paper Corporation
Long Island City, NY

MN: On the Required Reading List

Just a few short lines to compliment you and your staff on the rapid and excellent development of *MN*.

As you know, I was there when it was a six-page flyer in the early part of 1983. In retrospect I can honestly say that I never expected to see such a polished and professional job in this short time.

All principals, salespeople and key personnel of this firm have *MN* on their required reading list.

Thanks for a great job.

Paul H. Hirsch, president
Liberty Paper Company
Division of J. Liberman Co., Inc.
Bayonne, NJ

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Management Changes at Carpenter Paper Company

Paper Corporation of America has announced that Robert C. Byrne has been appointed chairman and CEO of their subsidiary, Carpenter Paper Company, and Robert M. Baumgardner has become president and COO of the company, which is headquartered in Omaha, NE.

Mr. Byrne had been president of Carpenter Paper since 1970, and Mr. Baumgardner had been executive vice president since 1985, coming to Carpenter Paper after 22 years with Boise Cascade.

NADCO Merges with North American Foodservice Companies

National Alliance Distributing Company (NADCO), whose members are independent distributors of paper and plastic foodservice products and sanitary maintenance supplies, has merged with North American Foodservice Companies, Inc. (NAFC), the largest group of full-line, independent foodservice distributors in the United States. NADCO members are now part of NAFC's newly formed non-foods division.

The members of NAFC have 120 branches nationwide, with total annual sales of more than $3 billion. NADCO has seven companies with 21 branches and total annual sales of over $400 million.

Daniel A. Gescheidle, president and CEO of NAFC, noted that "Each individual company will benefit from the collective expertise of the total membership as well as that of the NAFC staff. All NAFC affiliates are in the non-foods business and, most importantly, all are independent, entrepreneurial businesses and want to remain independent in this time of heavy merger/acquisition activity," he said.

Garrett-Buchanan Forms New Department

The Columbia, MD, division of Garrett-Buchanan Company, Philadelphia, has been expanded with the addition of a newly created Direct Sales and Publication Department. The new department will be administered by Robert Worthington, former customer service manager, and Michael Gozon, sales representative. It was created with the goal of providing even faster response time and service to a growing segment of Garrett-Buchanan's business.

The company also announced that D. Matthews Saunders has been appointed assistant sales manager for the Columbia division. He will be assisting both in the management and training of the Columbia division's staff, the company's second largest sales force, which covers the Washington, D.C. and Baltimore areas. Garrett-Buchanan is a division of Paper Corporation of America and is an Alco Standard Company.

Strathmore Paper Company's Strathmore/Merchant Advertising Committee held its annual meeting recently at which past advertising and promotions were reviewed and future programs were discussed. Members of the Committee are: (seated left to right) Pam Williams, Keiler Advertising, Farmington, CT; Donald P. Geddes, Zellerback Paper Company, San Francisco, CA; Halle Smith, Olmsted-Kirk Paper Company, Houston, TX; (standing left to right) Howard Olson, Sloan Paper Company, Atlanta, GA; Randy Moss, RIS Paper Company, Cincinnati, OH; Murray Grant, Strathmore Paper Company, Westfield, MA; Kelly Crossley, Frank Parsons Paper Company, Landowver, MD; Roger Kostecky, Alling & Cory, Inc., Buffalo, NY.

Century Papers, Inc. Divests Retail Stores

Five company-owned retail stores doing business as Paper, etc. have been sold to three separate purchasers, according to Century Papers, Inc., Houston, TX. The retail stores accounted for only 3% of Century Papers total sales volume, and the company expects to now concentrate entirely on its business of distributing paper and sanitary maintenance chemical products.

First Newsletter Published for New Jersey Merchants

The Garden State Paper Trade Association has a new quarterly newsletter called *The Paperback*. The newsletter is being produced by Elliot Kallen of Marking Development Corp., P.O. Box 921, Hillside, NJ 07205 (telephone 201-688-3400).

John La Colla of Grossman Paper Company, Association president, has announced a college scholarship fund for eligible children of employees of member companies. The first award will be made for the school year starting in September 1988.

When we run Spectrum, the only reason we stop the copier is to reload.

That's consistent performance.

In our office the barrage of reports and memos never stops. We simply can't afford down time. That's why I rely on Spectrum copier paper. Every sheet of Spectrum is identical. The same size. The same quality finish on both sides. The same shade from package to package.

Spectrum delivers clean, crisp, trouble-free reproductions time after time, whether we're using our high-speed copiers or our most sophisticated printing presses.

Spectrum copier paper comes in Hi-Brite, Duplicator/Liquid Toner, Dual Purpose, and Mimeo. And Spectrum Chromax in six exciting colors—blue, green, pink, canary, goldenrod and ivory. It is also available in three sizes plus three and seven hole punch. If your printing needs demand speedy shipment, Georgia-Pacific has designed an innovative inventory and stocking program that should make Spectrum available to you on a moment's notice.

Spectrum is a no-nonsense copier paper that takes the headaches out of duplicating.

Thank you, Georgia-Pacific.

Georgia-Pacific GP

Printing Paper Division

WE'RE COMMITTED TO PAPER

SPECTRUM™ SPECTRUM™ SPECTRUM™ SPECTRUM™

CHAIRMAN'S CORNER

Industry Excellence: It's More Than Just an Award

All industry leaders tip their hats this year to Larry Boling, winner of the Stanley O. Styles Industry Excellence Award. He is president of Consolidated Papers, Inc. headquartered in Wisconsin Rapids, WI.

Larry is a man who exhibits those rare qualities of leadership in our business that makes this award such a personal pleasure for me to announce. You will hear of his accomplishments as he is recognized at our Annual Chairman's Luncheon on Convention Monday, September 21, 1987.

What Larry, and the previous recipients of this important award exemplify, is excellence in business. Excellence does not come easy. It must be worked at constantly. And with excellence comes success and all its glory.

Companies that exhibit the qualities of excellence have their reward. They all may not receive the recognition they deserve from their peers, but they do gain recognition from a very important group—their customers.

Customers reward excellence by reordering our products, paying their bills on time and recommending our services to others.

Recognition of Excellence is important, and the Stanley O. Styles Industry Excellence Award has focused attention for all of us on improving what we do everyday. Thank you Larry for your business excellence as this year's winner.

Francis J. Houlihan
NPTA Chairman

INDUSTRY NEWS/CONTINUED

Pentair, Inc. Sells Division

Pentair, Inc., St. Paul, MN, which acquired the McNeil Corporation in August 1986, has sold McNeil's Kiefer division. Kiefer is a packager and marketer of swimming pool chemicals and equipment. Pentair, which produces paper and various industrial products such as electric tools and machinery, and lubrication equipment, felt that Kiefer "did not represent a good fit with Pentair's strategic plans for paper and industrial products manufacturing," according to D. Eugene Nugent, Pentair chairman.

International Paper Enhances Customer Service

In preparation for moving White Papers customer service operations to Memphis, TN, International Paper has implemented an extensive training program for new employees. Visits will be scheduled to mills, converters, merchants and printers to give the new employees a thorough understanding of how IP's paper manufacturing process meets customer needs. It is expected that the training program will enable White Papers' customers to receive even more responsive, accurate and professional service after the move to Memphis is completed.

Sealed Air Corp. Joins Preferred Plastics in New Venture

Sealed Air Corporation, a manufacturer of protective packaging and process protection materials, has signed an agreement with Preferred Plastics, a manufacturer of expanded polystyrene (EPS) to jointly mold, market and distribute resilient molded foam and EPS. The materials will be made by a jointly-owned company called Horizon Foam Products, Raleigh, NC. Molded EPS is widely used in the electronics and consumer products market. Preferred Plastics is a subsidiary of Horn Packaging, Ayer, MA, and has been supplying molded EPS for more than 25 years.

Dillard Paper Announces New Chairman, President

Dillard Paper Company has announced the elections of Geoffry A. Clark as chairman and CEO, and G. Henry Jobe, Jr. as president of the corporation.

Mr. Clark joined Dillard in 1974 and has held posts in various locations. Most recently, he served as vice president and general manager in Macon, GA, followed by the same post in Norfolk, VA. Geoffry Clark is a graduate of Guilford College with an AB degree in Economics.

Mr. Jobe joined Dillard in 1964 and held the positions of vice president and director of purchases, and director of Dillard Paper Company at the time of his election as president. Henry Jobe holds a BA degree in Economics from Guilford College and an MBA.

Fonda to Operate National Cup Division

The Fonda Group, Inc. of Union, NJ, has reached an agreement with National Cup Company of Dover, DE, to administer National's Butterful Division. The Butterful Division manufactures a full line of paper cups and tubs for popcorn, and Fonda plans to increase employment and output at the Division.

Albert C. Lasher, Fonda's chairman and CEO said, "This agreement represents another step in our long range program to strengthen Fonda's position in our major paper cup markets."

Harrisburg Paper Co. Buys Independent Paper

Harrisburg Paper Company, Harrisburg, PA, has purchased Independent Paper Company of Bensalem, PA. Independent Paper, which services the Philadelphia, New Jersey and southeastern Pennsylvania markets, will operate under the name HPC Distributors-Bensalem. All employees and managers of Independent are expected to remain with the company, which will operate as a separate division. Harrisburg Paper also opened a frozen and refrigerated food division in Bellmawr, NJ, recently.

People in the News

Russ McShane of the C.G. Winans Company, Bernardsville, NJ, died on April 18th. He is survived by his wife and three sons.

Mark Gianneschi has been named branch manager for Inlander-Steindler Paper Company (ISP), Elk Grove Village, IL. He joined ISP in 1981 after working in inventory management and operations management with Standard Brands, Inc. and Beatrice, Inc. **Lois Hursey** was promoted to sales coordinator at ISP's South Bend branch, where she has worked for nine years. Her previous positions at ISP included customer service representative and office manager. **Fern Zatz** has been promoted to corporate marketing coordinator for ISP's corporate headquarters in Elk Grove Village. She has been a marketing assistant for over two years at ISP and had previously worked at Loge/Robertson, Inc., a graphic arts manufacturing company.

Buddy Stalnaker, Virginia Paper Company's Richmond branch manager since January, 1985, has assumed the new position of automation coordinator. He will be responsible for helping the branches in the smooth implementation of the company's new computer system. **Mike Allen**, vice president, marketing and sales, has returned to the Richmond office as acting branch manager until the automation project is completed. **Bob Neill**, Greensboro branch manager since 1981, has been named manager, sales development, at the Greensboro office. **Mike Goodson**, Charlotte branch manager, has been named acting branch manager for Greensboro in addition to his responsibilities at Charlotte, until a new branch manager is named for Greensboro.

William D. Gainey has been named west coast regional sales manager for food service sales for The Fonda Group, Inc., Union, NJ. He joined Fonda in January after several years at Lily-Tulip Company, where he was west coast regional sales manager for the last five years. **Daniel N. Kordecki** has become Fonda's Chicago District sales manager of Service Division sales. Kordecki joined Fonda in January after almost four years of sales and territory management experience at Fort Howard Paper.

Rick Hill has been appointed southern manager of coated products for Packaging Products, Inc., Bellwood, IL. Hill is experienced in the use of protective masking films for the furniture and related industries, and will be headquartered in High Point, NC.

Herbert C. Altholz, chairman and CEO of Inlander-Steindler Paper Company (ISP), has been inducted into ISP's Hall of Excellence. The Hall of Excellence was established in 1986 to recognize outstanding ISP employees, from any department, who have contributed to ISP's success for 10 or more years. Mr. Altholz has been with ISP for 41 years, and has held positions in warehousing, inventory, costing, purchasing, inside and outside sales and corporate management. During his term as president he directed the acquisition of many companies and the development of multiple branches throughout the Midwest.

Dennis J. LaMontagna, vice president and manager of Leslie Paper's Chicago region, has been elected a company director. **John F. Hoffman** has been elected vice president and manager of Leslie Packaging Systems, **Ruth I. Shaltis** has become assistant secretary of the company, and **Carl V. Hansen** has been appointed operations manager of Leslie-Chicago.

Bruce D. White has been named manager of Butler Paper's Green Bay, WI, branch, a part of Butler's Milwaukee division. Mr. White has been with Butler, a part of Great Northern Nekoosa Corporation, since 1976.

Kenn Forte has been appointed corporate industrial marketing manager by Copco Papers, Inc. Mr. Forte was previously a district manager for Scott Paper Company before joining Copco Papers, a part of Paper Corporation of America.

JULY

31. *Managing Customer & Product Line Profitability. del Cornado Resort, San Diego, CA. Contact NPTA.*

SEPTEMBER

14–17. *The Sixth Converting Machinery/Materials Conference & Exposition. For more information contact: National Expositions Company, 212-391-9111.*

19–22. *NPTA's Annual Convention and Exposition "Paper People Paths to Success, Atlanta, GA. Contact NPTA.*

28. *New England Paper Merchant's Association's Golf Outing. Contact Albin R. Johnson, Jr., 617-748-2272*

OCTOBER

8–9. *TAPPI sponsors seminar on "Managing Change and Performance in the Paper Industry," Grand Rapids, MI. For more information contact TAPPI Headquarters, 404-446-1400.*

18–23. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

4–6. *Trends in Paper Distribution Computerization Conference, Dallas, TX. Contact NPTA.*

8–13. *Paper Distribution Management Development Program, Miami University, Oxford, OH. Contact NPTA.*

Janet Lane and Don DeMutis are new customer service representatives for American Fiber-Velope Mfg. Co., Collingdale, PA. Caroline McAndrew has been promoted to cost analyst and Jane Terpstra has moved from direct to dealer customer service at AFV.

Jack H. Keeney has been named assistant controller of Paper Corporation of America (PCA). Mr. Keeney joined PCA in January 1985. John J. McKiernan has been appointed vice president-finance and administration at PCA. Since 1982 he has served as vice president-controller. Both Mr. Keeney and Mr. McKiernan came to PCA from Alco Standard, PCA's parent company.

Allan J. Nadeau has been named vice president of Georgia-Pacific's Southern Pulp and Paper Division. Robert J. Millikan is now general manager of G-P's Northern Pulp and Paper Division, and Jerry L. Kincaid has been appointed general manager of G-P's Port Hudson, LA, pulp and paper mill.

Guillermo Cruz has been appointed general manager of Sealed Air (Puerto Rico) Incorporated, a newly formed subsidiary of Sealed Air Corporation. Mr. Cruz, a graduate industrial engineer with 20 years experience in manufacturing management, previously served as president and general manager of Pharmaseal, Puerto Rico, a division of American Hospital Supplies, Inc., and as director of manufacturing and operations for Qume Caribe, Inc.

Union Camp Expects Continuing Growth

Speaking to a meeting of its stockholders in April, Gene Cartledge, president and CEO of Union Camp Corporation, predicted that the company would continue to enjoy strong growth and pointed out that Union Camp had recorded its sixth consecutive quarter of increased earnings.

Shortly before the stockholders meeting, the company had announced that 1987 1st quarter net income had increased 100% over the same quarter in 1986 ($44,197,000 vs $22,039,000), while sales for the period increased 8.5% over the same period last year. Even though kraft paper and paperboard production rates are high, "industry inventories were significantly reduced" according to Mr. Cartledge, leading him to "believe markets will continue to experience tight supply," a situation that will continue since there is "virtually no major industry linerboard expansion on the horizon." Union Camp's fine papers business and its building products and chemical operations were also doing well.

According to Mr. Cartledge, Union Camp is "constantly evaluating all the options" open to the company for additional growth, including the possibility of growth through acquisition.

Corrugated Box Users: Help is on the Way

Specialty Equipment Corporation of Worcester, MA does *not* make corrugated cartons. What they *do* make is a machine that produces a one-piece box that is shipped flat and then opens up for use with a rigid bottom that locks into place without the need for staples, tape or glue. The new box, trade-named the Automatic Loc Bottom Box, can be collapsed and reused by shippers. The company, which sells the new machine for $500,000 and $600,000, reports that 17 have already been purchased by carton manufacturers.

James River Merchant Sales Expands Management Group

Responding to a rapid growth of sales volume in their Merchant Paper Sales Division, John E. Griffith, group vice president, has announced a reorganization of the division's management. With the goal of achieving "an immediate focus on the sales and marketing efforts in each of our two major product areas—Premium and Commercial printing papers," Mr. Griffith said, "the new alignment includes the creation of several new executive positions

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	Paper & Ink Relationships. *Williams.* $30.	1
2	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	3
3	Win-Win Telemarketing Program. *Zibrun.* $135.	5
4	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	4
5	Branching and Market Coverage. *Healy.* $35.	2
6	Wholesaler Inventory Control. *VanDeMark.* $25.	—
7	What Really Helps (or Hurts) Your Company's Bottom Line. *NAW.* $50.	8
8	Higher Profits from Day One. *Arthur Andersen.* $250.	7
9	Handbook of Distribution/Customer Service. *Blanding.* $40.	10
10	System Selling: A Marketing Guide for Wholesaler Distributors. *Hannaford.* $25.	—

All publications are available from NPTA

and promotions of key personnel."

Named to new executive posts were Samuel S.M. DuBois, vice president, sales, Premium Papers and Eugene E. Coder, vice president, sales, Commercial Papers. Additional responsibilities have been given to Ronald W. Joscelyn, appointed vice president, national accounts manager and Frank L. Wright, appointed vice president, operations.

Three new regional manager positions have been created to support sales of Commercial product lines. James B. Wayman is the New England regional manager, Kenneth Pointer is the New York regional manager and James Sobkowiak is the Mid-Atlantic regional manager, all for Commercial Papers.

NPTA Introduces Dues Rebate Program for 1987

A unique program has been launched by NPTA to provide members with a line of credit, based on the dues they pay, which can be applied toward the purchase of NPTA products and services. Titled "Dues '87," this new program will actually rebate money to each dues-paying company in the form of increased purchasing power. This is how the program will work:

When a member pays their dues this year (for the period March 1, 1987-February 29, 1988), they will be assigned a line of credit based on the fiscal year '87–'88 increase. All members have been notified as to the amount of their credit and will receive forms to facilitate the ordering of NPTA products and services at discounted rates. The amount of the discount will be charged against their credit balance.

Credit amounts may be applied at the rate of 50% of the purchase price of a publication or seminar registration fee, and to 25% of the cost of Learning International's *Professional Selling Skills* program.

"These rebates can certainly save members money on the services they buy," said John J. Buckley, Jr., NPTA president. "We have made available $50,000 in credits to the members this year and it is hoped that everyone will take advantage of it."

Credits must be used by February 1, 1988 and cannot be used for Convention activities. If anyone has questions regarding the "Dues '87" program, please call Richard Lerman, director of membership services at NPTA headquarters, at 516-829-3070.

Beckett Paper Holds Sales Conference

Twenty-nine merchant representatives attended Beckett Paper Company's eighth annual Merchant Sales Conference, March 18–20 at Miami University's Marcum Center, Oxford, OH.

From the U.S. and Canada, the merchant representatives took part in a series of workshops and presentations which provided them with a working knowledge of Beckett's grades of fine paper. Efficient time management, professional selling techniques and other industry topics were also discussed.

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Printing Paper

NPTA's Printing Paper Division Plans Educational Modules

There is an ever-present need in printing paper sales for product knowledge training, reports NPTA's Printing Paper Division Committee. The group, headed by Frederick J. Stabbert, director of business development for the Hammermill Distribution Group, met in Pittsburgh in June to discuss the creation of such educational tools.

"There are four areas of training for printing paper sales people that must be addressed," said Stabbert. "The first is salesmanship. NPTA has a very effective Professional Selling Skills (PSSIII) program in that area. Second is the individual company's policies and practices which, of course, NPTA cannot address. Third, there is the area of graphic arts technology or what I would call 'learning the customer's business.' We have our very effective Printech Week program running twice each year at Rochester Institute of Technology. The last area is product knowledge, that, until now, has not been dealt with in a systematic way," Stabbert said.

The Printing Paper Division's Committee will create a series of modules on product knowledge that will fill this void. Working with the Paper Sciences and Engineering Department at Miami University in Oxford, OH, the group will develop the first two modules.

The first will be "How Paper is Made," and will focus on the manufacturing of paper at a level that is appropriate for people who sell paper. The second module, "Paper Characteristics and Properties," will discuss, again from the sales point of view, what makes each grade and finish unique and how each property provides a sales attraction.

These first two modules will be packaged for self-instructional use but may also be used in group instruction. Each module, consisting of a video tape, textbook, user's guide, samples and tests, will be marketed under the name "Papertech Instructional Resources."

The first module will be made available in 1988 and future modules are being planned in the areas of paper math and specialty grades, among others.

Perchlorethylene to be Listed as a "Probable" Carcinogen

Often used in printing shops as a solvent, perchlorethylene is being added to the list of probable carcinogens, making it subject to more stringent regulation by the EPA. Ambient air emissions will be curtailed, and it is unlikely that even small quantity generators of hazardous waste products will be granted any exemptions for any use above the zero threshold under the Safe Drinking Water Act. For more information contact the Government Affairs Department of Printing Industries of America, Inc. at 703-841-8158.

Commercial Printing is Fast Growing Industry

According to the Department of Commerce's *1987 U.S. Industrial Outlook*, over the last 15 years commercial printing was the fifth fastest growing industry in terms of absolute shipment changes in billions of 1982 dollars. Commercial printing grew by $15.3 billion in the 15 year period. Lithographic services also showed rapid growth, increasing by 327% since 1972. Not only has the printing industry undergone steady growth, it has been stable in its ranking relative to other industries.

Industrial Paper

Legislation: Is it in Your Area?

Last month's Industrial Paper page discussed the current crisis in food service disposables. Most of that story dealt with the feelings being expressed about projected legislation. But there is already in the works, or already in place, legislation regarding this situation.

The following is a brief roundup of proposed legislation that has been introduced in several states.

In California a study of plastic pollution has been proposed. The Department of Conservation would conduct the study and would have to come up with recommended solutions by 12/31/88. Another proposal would require resource recovery plants to remove plastics from the waste stream before incineration.

A Connecticut Representative has introduced legislation asking the state's Congressional delegation to expedite a solution to the CFC issue. The original version would have phased out the use of CFCs within three years, except when necessary for public health or safety reasons. Another proposal would institute a sliding scale tax on non-recyclable goods to pay for their disposal.

A bill that would establish a fund derived from a tax on the retail sale of food in disposable containers has been introduced in Hawaii.

Several pieces of legislation have been proposed in Oregon. One bill would prohibit the sale of products in plastic containers unless the containers are of a certain grade and are so labeled. Another proposal would require that distributors of styrofoam (a Dow Chemical trademark) or plastic to be licensed, and to have styrofoam and other plastic carry a label warning of potential harm to wildlife. Another bill would place a tax on disposable food containers made of plastic, paper or aluminum. The money would help finance litter cleanup. Legislation to prohibit the manufacture, sale, storage or use of any chlorofluorocarbon compound by July 1, 1988 has been introduced. This proposal would be an amendment to current law which bans aerosol sprays.

A bill which would have banned non-biodegradable fast food packaging in Vermont has been revised. The new proposal would establish a committee to be appointed by the governor to research PVC and fast food packaging issues.

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country, providing you regional access to our entire product line. So you can order hassle-free, amalgamating small quantities for quick turnaround, higher turnover and fatter profits.

What's more, we've made it policy not to oversell our mills because we know how backlog delays can force buyers to hedge and over order. Instead, we work together with you and commit to a decision rate geared to your [illegible]

Lawrence H. Boling: Winner of the 1987 Industry Excellence Award

Following in the tradition of other well-known industry leaders, Larry Boling has won the Stanley O. Styles Industry Excellence Award for 1987. The presentation of the award will take place at the Chairman's Luncheon during the NPTA Convention and Exposition in Atlanta, Monday, September 21, 1987, 12:00 Noon—2:30 PM.

Lawrence H. Boling

The 1987 winner of the Stanley O. Styles Industry Excellence Award, Lawrence H. Boling, met with NPTA president John J. Buckley, Jr. at the offices of Consolidated Papers, Inc. in Wisconsin Rapids, WI. Mr. Boling is president of the company that has become known for its aggressive marketing and efficient production. Their discussion provides an interesting view of the award winner and his relationship to the industry.

MN: How did you get involved in the paper industry? Tell us a little about your career.

Boling: My father was in the book publishing business in Cincinnati, and he introduced me to Jim Fergus who represented the S.D. Warren Company in the Midwest. I had been in the Army for four years and had returned to the University of Cincinnati in late 1946 to finish up the last six months for a Bachelor of Industrial Management Degree. Jim got me all pumped up over the Warren apprentice program where you started in the wood yard, worked in all departments of the mill, went to Carnegie Tech for six months to learn printing press work, and so on.

I hopped on a train to Boston and ended up in Westbrook, ME, in February, 1947—a great learning experience. I was in their field sales force for seven years in New York, then managed the Cincinnati district for six years, then was called to Boston headquarters. I went up through the ranks in publication sales, specialties, commercial printing, and finally ended up as vice president - sales for the corporation. Along the way they sent me to the Advanced Management Program at Harvard Business School. Then I became executive vice president and finally president. In 1972, Consolidated convinced me that they had a unique situation for which my background was a natural. I went in as vice president - marketing, then executive vice president, and then president. I think it's fair to say that it has been a good marriage.

MN: Tell us about your family.

Boling: I married a lovely girl in 1947. Fortunately, Marge was willing to marry me and the paper business. That's important. She understood that success in my career would make success in other things possible, so we both worked at it from the time I was an apprentice in Maine, and she's still working at it. I wish now that we had kept a list of the customers and paper and printing associates that she has made welcome in our various homes. She's a good salesperson. She has convinced a lot of people that pulp mills don't really smell. We have one daughter, Ann, in New York. She is married and has a two-year-old son. She used to do sales promotion work for Lindenmeyr, then she was with Laurel Press. Our son, Chris, ranches in New Mexico. He is married, has a daughter, Sara, age four, and a son, Nicholas, age two. Unfortunately, the distance precludes our seeing as much of them as we would like.

MN: You have been president of Consolidated Papers for eight years. During that time it has become one of the the model companies, one of the Cadillacs of our industry. How has that happened? What has been your role?

Boling: It has happened, I believe, for several reasons. First, we don't try to be all things to all people. We resisted the fads to run out and get in all kinds of businesses. We try to anticipate what will be most helpful to color printing and then provide it in a systematic, dependable manner. That takes money, technology and employees who like what they are doing. It also takes a clientele of direct publisher customers and direct packaging paper customers who believe in Consolidated's ability to help them reach their objectives. For the commercial printing side of our business, it was necessary to assemble a network of printing paper distributors who had enough faith in our manufacturing and servicing abilities that they would devote their sales and warehousing abilities in

the localities where we wanted to be represented. What was my role? I feel that I had a significant part in bringing it all together and achieving the balance in the corporation that we sought. "We" is a better word than "I."

MN: What has been your approach, the driving force, your management style in your career?
Boling: That's easy, John. One, always help your customer or your employee to help himself. Find out what he needs to improve his situation (and I don't mean some quick price cut or unearned raise in salary). Two, never overpromise. When you've really got the quality or the service or the wherewithall, then promise. Train your organization. You train them, you train them, you train them. Training builds confidence. Confidence gets results. Encourage the young people by training them so well that they confidentially clamor to be allowed to make decisions. Keep them moving and don't be afraid to move people sideways. Not only does this broaden them, but they find out that other people in the organization know more than they might have expected.

Plan for the future of the organization. You know you can't wait until some manager gets run over by a truck or looks out the window when he's 64 years and 11 months old and decides that his bones feel better at 85 degrees than 10 below zero. Then, he has all of the leverage. He's vested. He can walk away without a backward look if he's callused enough. We tell our top managers that one of their most important individual objectives is to train their successors and have them ready so that when the manager reaches normal retirement age, his area of responsibility won't be exposed. It won't miss a beat.

We encourage our managers to think about perpetuating the corporation by keeping the succession of management well-planned and orderly. This keeps the young turks interested and the Indians contented. Nobody wants to work for a company that might fall into disrepair or lose its vitality. With no disrespect, I maintain that this nation or any other entity can't survive and progress led by a team of "Claude Peppers." They might be able to collect the rent, but I doubt if they could pay it.

MN: Is there a particular role model you have used in guiding your life?
Boling: My role model in the paper business was Walter Wilcox, former president of the old S.D. Warren Company. I guess he's my industry hero. When I got out of the Army and college, he saw to it that I learned the business from scaling wood to printing paper. He wanted results, but it never even crossed my mind that he would ever gain an objective by sacrificing the principle. That guy was a real straight arrow.

Funny about Walter, he never really told us what to do or exactly how to do it, but after I was around him for some time, I always felt that I knew exactly what I should do. He should have taught psychology. He had me driving myself to measure up to some goal that he had managed to plant in my own mind, and when you've got people driving themselves, you're managing.

MN: Is there anything in particular you would like to be remembered as?
Boling: Sure. I'd like to be remembered as the guy who was president of S.D. Warren and Consolidated. Actually, I'd like to be remembered as the guy who shot his age on the golf course and stayed married to Marge Boling. In the final analysis, I guess I'll stand on Consolidated's record in the past 15 years. We've balanced the company, we're not just another groundwood coated company. Not only do we make consistent high-quality lightweight groundwood coateds, but we're recognized as making the most complete line of top quality free sheet coateds. Our line is sought after by top merchant organizations. We got rid of the brokers as we committed our lines to those who think enough of our products to inventory them.

We have a mill at Stevens Point that's recognized as making superior lightweight coated packaging papers. We operate one of the most profitable corrugating plants in the country. We're integrated in timberland and pulp just about the degree that we feel is most advantageous to us. Our facilities are in what has been described as superb condition.

You read *Fortune* 500 or *Forbes* 500 or *Business Week* Top 1,000 lists and you'll see just how consistently profitable we are. That may not sound very modest, but you asked me and I'm very proud of it.

And, finally, we own it. We paid for what we have out of earnings. Sounds kind of corny, doesn't it? But our shareholders think it's just plain old-fashioned wonderful.

MN: How have you seen the paper manufacturing industry change during your career?
Boling: As I mentioned this morning, John, after World War II, we were still packing sheets in 600 lb. wooden cases and printing from raised

Train your organization. You train them, you train them, you train them. Training builds confidence. Confidence gets results.

The U.S. industry responded to the pleas of our customers in 1984 for more capacity, and, as you know, Consolidated just put over $200 million into a new paper machine at Biron. We paid for it out of earnings.

type. *Life* magazine was printed on 58 lb. basis weight paper which was manufactured at 900 fpm. It was printed by the letterpress process at 5,000 impressions per hour with an ink coverage of 30%. The printer was averaging 12 web breaks per 100 rolls, and they thought that was great.

Now, in 1987, we're in another world. Now we make 34 lb. basis paper for national magazines that are 70% lathered with tacky inks on printing presses that slam our paper through at 38,000 to 50,000 impressions per hour. That's 10 times as fast. The other big change was the virtual demise of the letterpress process which gave way first to sheet fed offset printing and then web offset printing. Full surface contact of the printing blanket to the paper surface is an additional challenge to the strength of our paper surfaces.

Anyway, to meet those new press speeds and quality requirements, we now make that lighter basis weight paper not at 900 fpm, but at 3,700 fpm. We wind it up to ship in 50 inch diameter rolls. So, instead of 4.2 miles of paper on a roll, as we formerly provided, we now put 18.3 miles of paper per roll or 1,830 miles of paper on 100 rolls, and you know, if the customer gets over two web breaks in those 1,830 miles, he wants an explanation or maybe a settlement for alienation of affection. Seriously, John, there is never a dull moment.

MN: What are the critical issues facing paper manufacturing today?

Boling: Price, John, price. We're pumping quality into coated paper that has never been equaled. I just told you about the printing press demands that we are having to meet. That all costs money and effort. We're not getting paid a fair price for it. The U.S. industry responded to the pleas of our customers in 1984 for more capacity, and, as you know, Consolidated just put over $200 million into a new paper machine at Biron. We paid for it out of earnings.

Other mills also answered the plea and so did a lot of foreign mills, too many of them. All of a sudden, our customers are picking the low-hanging fruit. But things have a way of balancing out, although I sometimes despair while watching some members of the class flunk Economics 101 and Ancient History 201 for the umpteenth time.

MN: Do you see any technological changes or breakthrough that will change the face of this industry?

Boling: Well, not really. Papermaking changes tend to come in gradually. Oh, there will be improvements in the race from the headbox to the reel to speed up the separation of water from fiber. Better drainage, top wires, harder pressing, more intense drying, you name it. Better coaters, better instrumentation, more exotic finishing, but it is usually incremental. I do think that we will learn to better utilize the more plentiful fiber sources. I think you'll see changes in the way we pulp the fibers. I think you'll see that more and more we will segregate different species of trees and pulp them separately instead of pulping them all together. This would enable us to obtain the very best values from the individual tree species.

MN: How have the customers, served by Consolidated Papers and paper merchants, changed during the past 10 years?

Boling: I don't think they've changed all that much. They are probably more intense and harassed. The printers are bigger with larger equipment that they feel they must keep turning over. Their pricing is so competitive that they are searching out every technological advantage to cut down preparation time and increase up time. Some of our large publishing customers are harasssed in the same way that many corporations have come to be harassed under the administration's benign policy of giving Wall Street its head. The philosophy seems to say that any way you can make a quick buck is okay. Putting companies into play has become a treacherous game that makes any target company concentrate on current quarter results—at the expense of better long-term decisions. I hate to see our customers stirred up like this.

MN: Do you see any technological changes occurring in the graphic arts that will impact customers significantly?

Boling: I believe the specialty magazines and the freestanding inserts will continue to thrive. So, the printing presses must continue to speed up but the old all-purpose binderies will be replaced by binderies built to accommodate specific pieces of business. Lasers and computers are revolutionizing the pre-press world. They've only begun.

MN: How have you seen the paper merchant business change during the years?

Boling: Well, the big seem to get bigger. To do a proper job as a stocking merchant today implies a very large investment in inventory and accounts receivable. Not too many years

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ago, a couple of guys could rent some space, perhaps multistory with a small elevator, put in some cases or cartons and a few skids and open up a merchant house. They could sell making orders in special sizes down to 2,400 pounds, and the customers would wait. A carload was a big order. Today, nobody waits—not even for the elevator.

And do you remember the merchant warehouses full of broken cartons of all the colored texts and covers, the coated embossed grades, and so on? The trade used to think that a merchant should have something of everything. Now, the modern merchant stocks heavily in the items that move, and they send their sales force out to really promote those lines. Oh, there are still some peddlers around. You know, the guy who comes in with nine different offsets and spreads them out on a printers desk—asking the printer to choose. Such a guy is part of the problem—not the solution.

MN: What do you perceive as the critical issues facing printing paper distribution today?
Boling: Getting and holding the best lines of paper. And I don't mean just the best physical grades of paper. A merchant needs more than that. He needs to be assured that the mill can make the line consistently day after day. He needs to know that the mill has a plan to keep the line current to printing-binding processes. He needs to know that the mill will reciprocate his efforts and won't run around giving the line to every other merchant that happens to have an order. And most of all, he should stay away from mills that turn to brokers when orders are slow.

MN: Where do you see paper distribution heading in the next five years? Will merchants generally maintain, increase or decrease in influence and importance?
Boling: Speaking for Consolidated, in the commercial printing field, I don't think that merchants can become any more important than they are right now. Merchants are our chosen route to that market. We got rid of the brokers that we had, years ago. We have a sales force that does nothing but encourage, nurture, assist—you name it—our franchised merchant system. Our objective is to make our merchants prosperous, for if they are, Consolidated's bottom line will mirror it.

MN: Where is the pendulum in mill-merchant relations? In merchant favor or mill favor?
Boling: I can't answer that. Even if the pendulum is at a point right of center, is it on its way up or is it on its way back down? I will say that I believe that some manufacturers are too heavily involved with brokers—or certain merchants who are allowed to act as brokers. These brokers contribute very little to the value of the product, if anything. Yet, the extremely low prices that they are granted have a strong destabilizing effect on the pricing structure in the printing paper industry. As they have no warehouse inventory investment to protect, they will quote as low as any desperate manufacturer will allow. I've never understood how some manufacturers will solicit marketing and stocking loyalty from the merchant system, and then put the merchant investment at risk by allowing brokers preferred pricing.

MN: You have been involved with many trade associations, API, Boston Paper Trade, Paper Distribution Council, over the years. What role have they played in the development of the industry?
Boling: A tremendous role. Having centralized sources of information—technical, educational, statistical and even misinformation is helpful, because the source is identified so there is an opportunity to make a correction if it is needed.

Without the associations, everyone would necessarily spend more time trying to understand the environment of the paper industry *and* the printing industry. And it would cost us one heck of a lot more money, too!

MN: What will their role be in the future?
Boling: More important. As the nation and its laws become more complex and more socially conscious, the individual companies won't be able to afford to respond to each problem or statute individually. For example, people are easily stampeded by newspaper accounts that may or may not be responsible or accurate. Suddenly we might be asked to identify dioxin in parts per trillion. That's like one second in 32,000 years. That is so small that very few laboratories can even identify it, nor can the newspapers. We don't even know whether it will harm us in a normal lifetime. Those are projects that must be handled by associations. The same goes for laws concerning taxes, imports, exports, industry statistics, you name it.

I'd hate to lose the advantages that come from good trade association work.

MN: Thank you.

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Do Conflicting Opinions Get You Down?

There is probably not one aspect of life that doesn't inspire opposite opinions in people (all of whom are usually only too anxious to express them forcefully). When it comes to the business of selling, the salesperson is faced with a wide variety of ideas of how best to go about it, with many of the ideas being exact opposites of each other.

How does one decide which ideas are all right and which are all wrong? The first thing we should realize is that very few things (if any) are ever "all" anything. The second thing is to recognize that people hold opinions because, somewhere, sometime, the idea they espouse has worked for them, and they think it might work for you, too. The third thing that we have to do is to compare our advisor's situation with our own to see how much similarity there is between them. (Selling snowmobiles in Maine is probably a lot easier than trying to sell them in Florida.)

If we have been successful in what we are doing, then our opinions about what is right certainly have more weight than those of someone who is a failure doing the same thing. However, even if we are successful, we are still faced with the question of whether we can be even *more* successful—and the honest answer to that must always be "Yes."

Therefore, no matter what degree of success we are having, we should always be open to new ideas and, if we have any reason to think that they might work for us, to be willing to give them a try. We must rely on our past experience to help us to evaluate new ideas, but keep in mind that all of today's tried and true ways of doing things started out as "new ideas" sometime in the past. Don't let the world pass you by because you cling too strongly to the attitude, "If it was good enough for my grandfather, it's good enough for me."■

They Have You Typed!

According to an item in *Sales & Marketing Management,* the Japanese have started to recruit employees based on their blood types because of a new theory which claims that basic personality traits can be linked to the four major blood types. People with Type O are said to be born leaders, Type A people are deep thinkers, Type B's are creative and Type AB's are problem solvers.■

Sales Briefs

SCOTT PAPER COMPANY has produced a new brochure directed at building owners and operators. Detailed information is provided on Scott's new economical line of restroom products which help save on product costs and maintenance labor expenses. To get a copy of the brochure, write to: Personal Care & Cleaning Reference Brochure, Scott Paper Company, Dept. JS-16, P.O. Box 830, Devon, PA 19333 or telephone 1-800-4-SCOTT-1.

APACHE PAPER COMPANY has selected Dart Container Corporation as the winner of their Supplier of the Year Award. To mark the occasion, a plaque was presented to Joseph Kreppein, regional sales manager, and James Kline, territory manager for Dart.

GILBERT PAPER is using a dual format promotion to introduce GILBERT® oxford Text, a complement to oxford Bond. A brochure for "Pink Beach," an imaginary British island resort, contains 26 pages of graphic art techniques—duplexing, foils, opaque inks, four-color process, die cutting, etc.—showing off the new grade. The second part of the promotion is a swatch book kit. For more information write to Gilbert Paper, Advertising Department, 430 Ahnaip Street, Menasha, WI 54952.

WALLACE PRESS, a Division of Wallace Computer Services, Hillside, IL, is offering a two-page color brochure describing their method for producing custom catalogs for sanitary and paper supply distributors. The brochure discusses distributor marketing concerns and the role of a customized catalog. To receive a copy, contact Mr. Tom Franke, General Sales Manager, 4600 West Roosevelt Road, Hillside, IL 60162, telephone 312-449-8611.

LINWEAVE FINE PAPERS, INC. has awarded Barber-Ellis of Canada an exclusive distribution agreement for all of Eastern Canada. Barber-Ellis has sales and divisional offices in every major Canadian market. Linweave also announced that IPAK/Pacific Paper Sales (PPS) will become a West Coast representative of the mill. IPAK/PPS had previously represented off-shore paper mills, but have now become more involved with domestic producers.

SEALED AIR CORPORATION has published a new four-page brochure describing the company's full line of products. Sealed Air specializes in protective materials for packaging and shipping such as foam cushioning and bubble plastic wrap as well as films to protect surfaces during manufacturing processes. The company also has products for static control and corrosion prevention. To receive the four color brochure, write to Sealed Air Corporation, Marketing Department, 19-01 State Highway 208, Fair Lawn, NJ 07410 or telephone 201-797-4000.

GEORGIA-PACIFIC CORP. has produced two new catalogs describing their commercial tissue products. One catalog—Cormatic® Systems Product Selection Guide—deals with G-P's Cormatic dispenser systems for washroom towels and tissue, soaps and air fresheners. The second catalog, called Commercial Products & Systems Product Selection Guide, describes the compa-

ny's full line of single service and dispenser napkin systems; bathroom and facial tissue, commercial folded, rolled and household towels; toilet seat covers and disposable wipers. Free copies of either or both catalogs can be obtained by writing to Georgia-Pacific Corp., Catalog Dept., P.O. Box 514, Berlin, CT 06038, Attention: Karen Lulis

DISPOSABLE PRODUCTS COMPANY INC. has introduced a new product called Nu Cloth, a rag substitute that can be washed, is highly absorbent and lint free. It comes folded and packed into a dispenser box which can sit on a work bench, or mounted on the wall or inside service trucks by means of a simple bracket. DPC is located at Front and Ford Streets, Bridgeport, PA 19405, telephone 800-345-6396.

SEALED AIR CORPORATION is making available a new brochure containing a Nylon Strength Test Demonstrator. Sealed Air manufacturers bubble cushioning materials with a Nylon barrier layer. Sealed Air claims that this layer increases bubble strength and provides longer air retention, thus improving cushioning performance. The brochure provides samples of bubble materials with and without the extra Nylon layer so that end users can compare for themselves the strength of each type. For more information, write to Sealed Air Corporation, Marketing Department, 19-01 State Highway 208, Fair Lawn, NJ 07410, or call 201-797-4000.■

What Can a Salesperson Learn From an Adperson?

Salespeople, whose job it is to be in contact with their customers, either in person or by telephone, sometimes fail to realize that people in advertising are also salespeople. Salespeople reach out to one customer or potential customer at a time. Advertising people reach thousands or even millions of people, depending on the media used to carry their message, with the primary purpose being to create interest in the product or service so that the potential customer will then get in touch with a salesperson.

In other words, instead of you as a salesperson, going out to find the customer, advertising creates a situation whereby the customer comes looking for *you*. Whether you are doing the looking or are being looked for, can a salesperson learn anything from the advertising person when the time comes to talk to the customer?

Remember, the advertising person is also *selling*—but, of necessity, he must get his point across in a brief yet effective manner. Do you manage to do the same? Or do you deluge your customers with so much verbiage that the result is not clarity but confusion?

Of course you can go on and on about the features of the product you sell, but is it really necessary to do so? If your product is basically similar to everyone else's product, why waste time restating the obvious? Instead, look for those features and benefits that are unique to your product, and emphasize them.

Try to imagine that you have been given the job that the person in advertising has to do—sell the product powerfully, creatively and quickly. (In real life, in a person-to-person meeting, you can supplement what you say with copies of printed materials—ads, brochures, sample books, etc.—but let's assume that you are on your own.) Write an "ad" for your product, something "earcatching" that will arouse interest. Don't let the fact that you are writing lead you into using fancy language. Write as if you were talking to a live person, with sincerity and simplicity.

You should be warned—it won't be easy. It is much easier to be free to use all the words you want, but to try to distill an idea down to its bare bones and still maintain (or create) interest on the part of your listener will give you a new appreciation of what an advertising copywriter does. And it may help you to develop a new sales presentation that will get you to those beautiful words, "Please sign here to confirm the order" more often than before.■

Sales People

Robert P. Latzen has been appointed vice president, national sales, of J B Papers, Union, NJ. He will be responsible for sales to large enduser accounts, direct mail, catalog and consumer marketing. Mr. Latzen comes to J B Papers with more than 10 years experience in paper sales and marketing.

Louis Malvezzi has joined the sales force of Mayer Myers Paper Company, Memphis, TN. Mr. Malvezzi was formerly a district manager for Premium Brands and is new to the paper industry.

G. Edward Kizer has been named a sales representative in The Fonda Group's Service Division. Mr. Kizer, who will be based in the Louisville, KY, area, joined Fonda in January after 23 years with Lily-Tulip Cup.

Jay C. Wedin has been appointed district sales representative for Hammermill Papers' New York City area. Mr. Wedin came to Hammermill from the Groveton Division of James River Corporation.

Janice Rajecki has joined James River Corporation's Merchant Paper Sales Division as a specification sales representative. She will draw on her recent experience as a graphic designer in the Chicago area to represent the company's premium paper products to the Chicago design community.

Lisa Aycock is the new area sales manager for Nashua Graphic Products midwest territory. She will be based in Chicago and will cover Illinois, Wisconsin, Minnesota, Iowa, Missouri, Nebraska, North and South Dakota.

Michael A. Price has been named sales manager-tags for Mail-Well Envelope Company's Cleveland division. Mr. Price was previously the national sales manager for a tag and label manufacturer in Michigan. Mail-Well has manufacturing plants in 14 cities and is part of Great Northern Nekoosa Corporation.■

Canover Industries Acquires Distributor

Canover Industries, Inc., Maspeth, NY, a manufacturer of packaging products such as fancy merchandise bags, reinforced mailers and wrapping tissue, has acquired the Distel Group, also of Maspeth, NY. Distel is a New York distributor of industrial packaging products. Irvine Mermelstein, president of Canover, said, "This acquisition fits perfectly into our industrial packaging group. It enables Canover to expand our share of market sufficiently to improve turnover and help us sustain a competitive position in the Metro New York/New Jersey area. It adds a sales and service commitment on selected external packaging equipment that Canover lacked."

John Pergentile, former president of the Distel Group, has been appointed Canover's vice president-marketing. It is expected that almost all of Distel's personnel will join Canover.■

Are You Just an Order Taker? Try Consulting!

One of the major on-going concerns in our industry is the subject of employee training. Some companies spend a fortune on training while others adopt an attitude of "sink or swim." Often, what training is given is directed toward getting the order by overcoming "objections" and closing again.

That's fine if all we want our salespeople to be are order takers. Certainly an order taker is of value to his or her employer—but is he/she of any value to the customer? What kind of value? The value that comes from being a true expert in whatever it is you are selling, so that your customer relies on you (and trusts you) for guidance in purchasing what is right for his needs. When you reach the point at which you are a trusted consultant to your customers, you have made yourself an invaluable and necessary part of their business—which greatly increases your value to your own company.■

Take Advantage of Selling Materials

There's an old saying about "in one ear and out the other," and we are all aware that there *is* a limit to how much is actually remembered of what we are told. This can be a major problem for a salesman who calls on a customer and spends a lot of time describing his products. Will the customer really remember it all? If he is a purchasing agent who sees many salespeople, will he remember that it is *your* company that handles that great product he now needs?

There is a fairly simple solution to this problem: leave a sample or a sales brochure with the customer when you depart. A sales brochure, by itself, no matter how slick, cannot substitute for the salesperson because it must, of necessity, be general in nature. It is the job of the salesperson to demonstrate to the customer how the product meets *his* individual needs. But, once you have departed his premises, your words of wisdom have vanished into thin air. Only by leaving something concrete behind can you reinforce what you told the customer. It is akin to the old dispute between the media—radio and TV have the immediacy that only the human voice can provide. But, the newspaper or magazine can be saved and referred to at any time and studied at length. A combination of both methods of making your point (voice plus something concrete) will help your customers remember whom to call when the time comes to place an order.■

Robert M. Sterling has been named Sales Representative of the Year for 1986 for the Virginia Paper Company chain. Competition for the 1986 award included sales representatives from 16 locations in nine southeastern states. Mr. Sterling has served as sales representative in Virginia Paper's Charlotte, NC, location since 1981 and previously won this prestigious company-wide award in 1984, the first year it was presented. Virginia Paper Company is a recently-acquired division of Mead Merchants, Dayton, OH.■

Portable Computers: To Go Or Not To Go?

Technology constantly affects our ways of doing things, and the job of the salesperson is no exception. A growing number of people whose jobs take them out of their own offices into those of their clients are finding that portable, "laptop" computers are helping to make them more productive and better able to service their customers.

Management News is planning to do an article exploring this latest application of high technology, and would like to hear from any NPTA member company which is either already using laptops (or larger portables) or is thinking of using them. We are interested in what equipment is being used (or considered), what programs will be employed, what effects have been noted if they are already in use, how the salespeople have reacted to them, what problems (if any) have been noted, etc.

Continued

If your company is in either category (already using or considering it), please write to Ira Newman at NPTA headquarters, 111 Great Neck Road, Great Neck, NY 11021.Your cooperation will be greatly appreciated.■

What Comes After the M?

On the theory that if men could be addressed as "Mr.," women were equally entitled to a designation that ignored their marital status, "Ms." came into use a few years ago. A study by Heidrick & Struggles, an executive recruiting firm located in Chicago, has found that 42% of married women executives prefer Ms. to Mrs. and 55% of single women prefer Ms. to Miss. The younger the woman, the more likely she was to prefer Ms., while only 18% of women 50 years of age or older wanted to be addressed as Ms.■

Robert Burns Gets His Wish With Video

In one of his most famous lines, Robert Burns, the Scottish poet, wished that the gods would give us the ability to "see ourselves as others see us."

In a small measure, that wish can now become a reality. As video cassette players have become widespread, many training programs have been produced in that medium. But training personnel can do more than just use pre-recorded programs. They can produce their own programs.

Video cameras are now made by a great variety of electronics and photographic companies, and prices are becoming much more reasonable. These cameras can be used very effectively in sales and other training programs.

One commonly used procedure is to have students engage in roleplaying, with one acting the part of the salesperson while another acts as the customer. Such acting of parts helps the trainer to pick up and point out to the individuals engaged in the action just what it is that they are doing right or wrong. But the actors are still unable to "see" themselves as others see them—until now.

Just as you were probably shocked the first time you heard your voice played back from a tape recorder, so it is with a playback of a video tape. Except that now we are made aware not only of our voices, but all the body movements and facial expressions we use. If there is a problem or problems with anything that we are doing, becoming aware of them is the first step on the road to correcting them.

Since video cameras are simple to use and permit instant playback, they are ideal partners in the work of the training department of your company.■

DELTA AIRLINES

The Official Airline of the 1987 NPTA Annual Convention & Exposition

FLY TO ATLANTA AND SAVE

40% *on the Regular Coach Fare... You'll even save some on discounted fares like Supersavers!*

For More Details, Call Toll-Free 1-800-241-6760

Ask for Account #D0045

Tax Reform Affects Write-Offs for Entertainment, Travel Expenses

The Tax Reform Act of 1986 makes significant changes to the rules for deducting meals, entertainment and travel expenses, reports the National Association of Wholesaler-Distributors (NAW). The changes reduce both the amount that may be deducted for such expenses and limit the circumstances under which they may be claimed. These changes were motivated by a perception, widely held in Congress, that deductions for business meals, entertainment and travel have been subject to abuse by some taxpayers.

"AND I'LL TELL YOU ANOTHER THING- I DON'T LIKE ABOUT THIS NEW TAX LAW..."

The Internal Revenue Service released Advance Notice 87–23 "which alerts taxpayers to these changes" on February 13, 1987. Neither this Advance Notice, nor the Act itself, are clear on all matters relating to the new rules. Hence, final analysis of the new rules and compliance procedures must await publication of the final regulations by the IRS. NAW will publish a supplemental TAX ADVISORY when the final regulations are published.

Nonetheless, it is important to begin to assess the impact of the changes—and the best way to comply with them—as soon as possible since the changes are generally effective for taxable years beginning on or after January 1, 1987.

This report is intended to outline the changes in this area of the law for the reader. It is not meant to replace consultation with your regular tax or legal advisors.

Prior Law

Meals, entertainment and travel deductions were generally 100% deductible under prior law. Food and beverage expenses that constitute ordinary and necessary business expenses were deductible if the meal took place in an atmosphere conducive to business discussion whether or not business was discussed before, during or after the meal.

In contrast, other entertainment expenses, as well as travel expenses, were fully deductible if, in addition to constituting an ordinary and necessary business expense, they were either (1) directly related to the active conduct of the taxpayer's business, or (2) if they directly preceded or followed a substantial and *bona fide* business discussion associated with the active conduct of the taxpayer's business.

New Law

Deduction limited to 80% of cost: Under the Tax Reform Act of 1986, the amount of an otherwise allowable deduction for meal or entertainment expenses is reduced by 20%; that is, only 80% of the otherwise allowable deduction may be used to reduce taxable income. This reduction applies to any expense for food or beverage, as well as any item relating to an activity which is generally considered to constitute entertainment, amusement or recreation.

In cases in which a taxpayer, such as an employee, is reimbursed by his employer for the cost of a meal or entertainment, the 80% limitation is applied to the party which makes the reimbursement. For example, a member of a wholesaler-distributor's sales force can take a customer to dinner to discuss the customer's needs for the coming year. Even if the company fully reimburses the salesperson for the meal, the company may deduct only 80% of the reimbursement.* (See Note on P. 27)

Note that taxes and tips which relate to a meal or entertainment activity are included in the amount subject to the 80% limitation.

On the other hand, most hotel and transportation costs (for example, cab fare to a restaurant for a business meal) remain fully deductible under the new law.

Significantly, the 80% limitation also allows *full* deductibility for registration fees and travel to trade association conventions or annual meetings.

Exceptions to the 80% Rule: The Tax Reform Act creates a number of exceptions to the 80% limitation on the deductibility of business meals, entertainment and travel. For example:

- An employer's expenses for meals and entertainment are fully deductible if the expenses

One of the exceptions to the new law: "Expenses directly related to and necessary to attendance at a business meeting or convention of certain tax exempt business leagues or similar organizations."

are treated by the employer as compensation to the employee who is the recipient of the meals or entertainment. Note that in addition to being treated as compensation to the employee on the employer's tax return, the amount must be treated as wages for the purpose of withholding income tax.

• As noted in the section above, meals and entertainment expenses which are reimbursed to an employee are fully deductible to the employee—the 80% limitation applies to the employer making the reimbursement. IRS Advance Notice 87–23 provides an example relating to law firms which wholesaler-distributors may want to examine. The Notice provides that:

"...if a law firm separately accounts for meal and entertainment expenses as required under Section 274(d) and is reimbursed by a client, the law firm is not subject to the 80% limitation on these expenses. In such a case, however, the client is subject to the 80% limitation. If a law firm pays or incurs expenses for meals and entertainment in connection with providing services for a client but does not separately account for and seek reimbursement for such expenses, the law firm is subject to the 80% limitation on such expenses."

• Expenses for traditional recreational, social and similar activities for employees, including the cost of facilities, such as a year-end holiday party or a summer golf or tennis outing for employees and their families are fully deductible.

• Expenses for services and facilities which are made available by the taxpayer to the general public such as a free concert or tickets to a baseball game or other event provided, for example, to the first one hundred people who visit a place of business on a particular date, or to people who purchase an item from a store during a sale, are fully deductible.

• Expenses for food and beverage relating to a "qualified banquet meeting" are fully deductible if incurred before January 1, 1989. (After January 1, 1989, expenses related to such events are subject to the 80% limitation.) A "qualified banquet meeting" means a convention, seminar, annual meeting, or similar business meeting if:

1. An expense for food or beverage is *not* separately stated from the other qualified meeting expenses such as the attendance at speeches or other program activities;

2. At least 40 individuals attend;

3. Food and beverages are part of a program that includes a *bona fide* speaker (no definition of a "bona fide" speaker is provided); and

4. More than 50% of the participants are away from home.

While at least 40 individuals must attend the program for it to satisfy the qualified meeting test, 40 individuals need not attend each separate event. Moreover, the speaker does *not* have to be present at the meal as long as the speaker speaks immediately before or after the meal.

A "good faith determination" by the sponsor of a convention, seminar, annual meeting, or similar business program that the program satisfies the four requirements specified above will ordinarily be sufficient to substantiate the program as a qualified meeting for purposes of this rule. Thus sponsors, such as trade associations, may make such determinations available to the participants. Note, however, that neither the Act nor Advance Notice 87–23 make clear what constitutes a "good faith determination" by the sponsor of such an event.

The Advance Notice also provides that a taxpayer may make one expenditure for goods and services consisting of food and beverage, entertainment and other services such as lodging and transportation in situations which do not include a "qualified meeting" before January 1, 1989, and thus are not excepted from the 80% limitation. For example, a hotel may include one or more meals in its room charge, or a company may provide its employees with one per diem amount to cover both lodging and meal expenses.

In these cases, an allocation on a "reasonable basis" between the expenditures for food, beverages and entertainment, and the expenditures for other services is necessary. The IRS indicates that it is exploring the feasibility of providing a "mechanical test" for the allocation of expenses that would serve as an alternative to a "reasonable allocation based on facts and circumstances." No indication is provided as to what form such a "mechanical test" might take.

Other Limitations on Meal Expenses:

1. BUSINESS CONNECTION REQUIREMENT: The Tax Reform Act of 1986, in addition to limiting the deduction for meals and entertainment expenses to 80% of their cost, imposes additional limitation on such deduc-

tions. Under the Act, deductions for meals are now subject to the same requirements that applied to other entertainment expenses under prior law; expenses for food or beverages are not deductible unless the taxpayer establishes that such expenditures are ordinary and necessary to the active conduct of business and that they are either "directly related to" or "associated with" the active conduct of business. Thus, a deduction is not allowed unless business is discussed directly before, during or directly after the meal (except for an individual traveling away from home on business only claims a deduction for his individual meal).

Moreover, a deduction is only allowed if it is substantiated by "adequate records or other sufficient evidence corroborating his or her own statement." (Receipts are not required for expenditures under $25.) Again, the substantiation requirements for business meals are now the same as those that previously applied to other entertainment expenses.

There are nine exceptions to the business connection requirement for business meal expenses. They are the same exceptions that apply to other entertainment expenses. They include:

- Expenses for food and beverages furnished on the business premises of the taxpayer primarily for its employees;
- Expenses that are treated by the taxpayer as compensation to the employee;
- Certain expenses paid or incurred by the taxpayer in connection with the taxpayer's performance of services for another person under a reimbursement or other expense allowance arrangement with such other person;
- Certain recreational expenses primarily for the benefit of employees;
- Expenses directly related to business meeting of the taxpayer's employees, stockholders, agents or directors;
- Expenses directly related to and necessary to attendance at a business meeting or convention of certain tax exempt business leagues or similar organizations;
- Expenses for goods, services and facilities made available to the general public;
- Expenses for goods and services that are sold to customers; and
- Certain expenses for goods, services and facilities to the extent that the expenses are includable in the gross income of a recipient who is not an employee of the taxpayer as compensation for services or as a prize or an award.

2. "LAVISH" OR "EXTRAVAGANT" MEALS AND TAXPAYER PRESENCE: The pre-1986 Act rule which disallowed deductions for lavish and extravagant travel expenses, including meals, is extended under the 1986 Act to apply to *all* business meals, even for those expenses which are incurred while not away from home. According to the IRS Advance Notice 87–23, a determination of whether an expenditure is lavish or extravagant depends upon the "facts and circumstances." However, the IRS does not clarify the "facts and circumstances" which are considered in making the determination. Presumably, such clarification will be forthcoming when final regulations are published.

Furthermore, deductions for food and beverage expenses are not allowed unless the taxpayer, or an employee of the taxpayer, are present when the food or beverage is provided. For purposes of this rule, an independent contractor who renders significant services to the taxpayer is treated as an employee if he or she attends the meal in connection with the performance of such services.

Neither the lavish or extravagant limitation nor the presence requirements applies to any expense that is excepted from the 80% meal limitation discussed above.

Luxury Water Transportation: The Act limits the amount of any otherwise allowable deduction for the costs of cruise ship or other luxury water transportation. Such deductions are limited to twice the highest amount that federal government employees working in the executive branch are allowed for travel expenses multiplied by the number of days traveled. For example, the latest federal per diem allowance is $126. Hence, deductions for a business trip by ocean liner would be limited to $252 a day multiplied by the number of days traveled. Federal per diem rates are established by the General Services Administration and are revised periodically.

Conclusion

It is NAW's view that these rules create administrative burdens of significant and unnecessary complexity. Appropriate business expenditures should be 100% deductible, or they should not be deductible at all. An 80% deductibility approach makes no more sense than does a 91%, 82%, 75%, or any other factor.

If you agree, write your Congressman and Senators with a blind copy to NAW: 1725 K Street N.W., Washington, D.C. 20006.

**A businessperson who incurs expenses for business meals or entertainment and* is not *reimbursed will face an additional limitation. Individual miscellaneous itemized deductions are now subject to a "two percent" rule which disallows personal business expense deductions when a floor of 2% of adjusted gross income is reached. Business expenses above the 2% floor are deductible. The 80% limitation is applied* prior *to the application of the 2% floor.*

Convention '87 is Heating Up for Atlanta this Fall

All signs now point to an exciting Annual Convention for NPTA, September 19-22, 1987 in Atlanta, GA. It is expected that the Special Events and the Paper/Plastics & Allied Products Exposition will be sold out prior to opening day.

Paper/Plastics & Allied Products Exposition Hours

In the Apparel Mart, Atlanta, GA

Saturday, September 19: 10:00 a.m.–5:00 p.m.
Sunday, September 20: 11:30 a.m.–5:00 p.m.
Monday, September 21: 8:30 a.m.–12:00 Noon

NPTA's 1987 Convention and Exposition is now expected to be the largest event in the paper industry's history. Coming on the heels of a sold-out show in Boston, the Paper/Plastics & Allied Products Exposition will probably be 20% larger. Increased industry activity may be driving interest in the show and merchant registration forms continue to come in at a fast pace.

NPTA reports that they now expect more than 200 exhibiting companies that will take nearly 300 booths. There will also be 35 first-time exhibitors.

Special Notes

Plan now to attend The Main Event on Convention Sunday from 10:30 AM—12:00 Noon. The keynote presentation will be given by Elie Wiesel, 1986 Nobel Peace Prize winner. The times of other Convention activities have been adjusted so everyone will have the opportunity to hear his inspiring message. (Suppliers are requested to have their breakfast meetings concluded by 10:30 AM.)

NPTA's Annual Chairman's Luncheon, with proceeds going to the Paper And Plastics Education Research (PAPER) Foundation, will be held on Convention Monday beginning with a cash bar reception at 12:00 Noon. The keynote address will be provided by President Gerald R. Ford, and the 1987 Stanley O. Styles Industry Excellence Award winner, Lawrence H. Boling, president of Consolidated Papers, Inc., will be honored. (Tickets are required. Use the Special Events ticket order form in this issue.)

Frankly Scarlett ...

An Atlanta Celebration will be held on Convention Saturday as NPTA creates a magical "Return to Tara." This special reception will be held from 6:30 PM—8:00 PM, and will feature a reminiscence of the Old South through the recreation of a plantation setting, music, special drinks and hors d'oeuvres. All merchants who pre-register will receive a free invitation and suppliers occupying booths and hospitality suites will get three free invitations per booth or suite each. (Additional tickets may be purchased by using the Special Events order form in this issue).

Is One NPTA Enough? Are Two Too Many?

"It could only happen to us," said NPTA president John J. Buckley, Jr. "While we are in Atlanta for our Annual Convention, the National Passenger Traffic Association (NPTA)—a smaller group—will be in town." When checking into your hotel, use the phrase "Paper Trade" instead of "NPTA" to avoid confusion.

Other Points of Interest

Spouses program tickets are expected to be sold out prior to opening day. There are four days of activities planned. If you need more information, either refer to the May issue of *MN*, or call the NPTA headquarters office.

Plan now to attend NPTA's sessions on technology, trends, business papers, industrial packaging, customer service and substance abuse. All of the programs are being presented by experts in their fields. Review the May issue of *MN* or call the NPTA headquarters office.

Don't forget to make your hotel reservations before the deadline. NPTA's room blocks will not be in effect after August 27, 1987. At that time prices *will* go up.

The largest paper distributor/converter is still growing.

Since we became Paper Corporation of America, we have continued to expand and improve our servicing capability. We now have 113 wholesale distribution locations, 12 manufacturing plants and 51 Paper Plus retail stores.

We are unique in being able to service our customers from these facilities in almost every major market in the country. This can be especially important to customers with multiple locations, as well as for those suppliers who are looking to us to get their product to market.

Our distribution companies

- Baldwin Paper
- Carpenter Paper of Nebraska
- Copco Papers
- Garrett-Buchanan
- LaSalle Messinger Paper
- Mid-Continent Paper
- Monarch Paper
- Paper Corporation of United States
- Rourke-Eno Paper
- Saxon of Florida
- Saxon of New York
- Seneca Paper
- Unijax
- Unisource
- Universal Paper

Our converting companies

- Central Paper
- Coastal Plastics
- Quality Park Products
- Unijax Converting
- Wyomissing

Our marketing programs

- Copysource®
- Econosource®
- Paper Plus®
- Sphinx®
- Tailored Brands™
- Websource®

PCA™

Paper Corporation of America

An [redacted]tandard Company

Elie Wiesel: A Life Devoted to Bearing a Message of Peace and Human Dignity

The winner of the 1986 Nobel Peace Prize will be the featured speaker at The Main Event of the NPTA Convention, Sunday, September 20, at 10:30 am in the Atrium of The Apparel Mart.

It is estimated that about 12 million people were exterminated in Nazi concentration camps during World War II—six million Jews and six million others who were considered "undesirables" in the eyes of Hitler and his followers.

Of those who survived the experience of being sent to such a camp, some have tried to tell the story of what happened to them, but only one person—Elie Wiesel—liberated from Buchenwald at the age of 16, discovered in himself the capacity to distill the experience in so clear a manner that he has become recognized world-wide as *the* voice of conscience that reaches out to all mankind.

Elie (short for Eliezer) Wiesel, settled in Paris after the war. After studying philosophy at the Sorbonne, he became a foreign correspondent for an Israeli newspaper, and, in the course of his work, interviewed the French writer François Mauriac, who encouraged him to write about his experiences in the death camps. Elie Wiesel accepted the challenge, and, two years later, published the first of his many books, *Le Nuit* (*Night*).

In succeeding years Elie Wiesel wrote 25 other books, including *The Jews of Silence*, about the Jews of the Soviet Union, *A Beggar in Jerusalem*, a novel about the Arab-Israeli war of 1967, and *Souls on Fire*, a collection of Hasidic stories.

As Dr. Wiesel's works became more widely known, his powerful pleading, not only for remembrance of the Holocaust, but for the granting of human rights and human dignity to oppressed peoples all over the world, including Russia and South Africa, has led to his receiving over 100 awards for outstanding service to humanity, including 38 honorary doctoral degrees. However, Dr. Wiesel has declared "If I could bring back one person, I would gladly give back all that has been given to me."

During the past several decades, Elie Wiesel has become an advisor to Presidents, looked to for the expression of moral concerns on issues of peace and human rights. His experiences did not embitter him—rather they have served to instill in him an overwhelming desire to serve the cause of humanity in promoting reconciliation while, at the same time, trying to ensure that the world never permits another Holocaust to take place.

Elie Wiesel lives in New York today, though he spends much of his time at Boston University, where he has been a professor of humanities for 10 years. His eloquence as a speaker has resulted in his being much in demand to present his ideas before groups all over the country.

Speaking at a press conference in New York after being notified of his receipt of the 1986 Nobel Peace prize, Dr. Wiesel stated that "in Jewish history there are no coincidences," referring to his prize coming right after Yom Kippur, the holiest day in the Jewish religious calendar, when, he believes, some of his friends and he "prayed well." Perhaps the fact that Elie Wiesel survived the war to become the person he is today was also no coincidence.

Elie Wiesel's appeal to audiences is broad. His message has grown beyond the Holocaust to encompass all people. He inspires and challenges those who hear him with a quiet reverence for the past and hope for the future.

Be certain to attend The Main Event on Convention Sunday at 10:30 am, in the Atrium of The Apparel Mart. Those who are present will certainly long remember Elie Wiesel's Keynote address.

The Main Event:

Hear Elie Wiesel, Nobel Peace Prize Winner, on Convention Sunday, September 20, at 10:30 am in the Atrium of The Apparel Mart.

How Are We Excellent?

Stephen C. Zaremba will be presenting his proven approach to improving customer service at the NPTA Convention on Saturday, September 19, 1987.

By Stephen C. Zaremba

The purpose of wholesaling/distribution is to add value to products. Every wholesaler/distributor sells on two things: price and services. Services are also referred to as "added values." These services/added values typically include such items as access to inventory, granting of credit, some form of delivery, convenient business hours, accurate billing, product installation/knowledge and handling of returns and repairs.

That these services/added values will be provided is simply expected! They are givens. These expected services seldom motivate people to buy from us. However, if these expected services are not adequately provided, they can cause customers to stop doing business with us.

So why other than price do customers choose one source over another?

The answer lies in the extraordinary services/added values provided in addition to the expected services.

Ironically, the majority of businesses generate numerous extraordinary, unique and distinct added values. Yet frequently, most of these businesses don't fully utilize these wanted, needed and appreciated services.

The techniques outlined in the presentation are designed to help us probe our business in order to discover, itemize, audit, evaluate and utilize our current services. The procedure works as follows:

A. Every product-oriented business pursues four objectives:

1. Product Availability
2. Customer Cost Efficiencies
3. Administrative Effectiveness
4. Technological Currency

Each of these objectives are well defined in the presentation.

B. Each objective will have six to eight "thought starters" that stimulate thoughts about our company relative to the objective.

C. After listing our responses to the "thought starters," we answer the following two questions about each of the responses:

1. How are we measurably better than our competition in this aspect?
2. How could we improve this aspect?

We will discover how and where we are as good as the best and/or better than most of the competition. We will discover our critically-important added values. We will also see where we have opportunities to improve. The answers are our results.

The technique works like this: Objective → Thought Starters → Responses → Two Questions Evaluate Each Response → Results!

Finally, the procedure offers suggestions about the various ways we can use our results.

Field-testing this procedure proves that any person in business can apply the procedure and achieve valuable results. Remember, however, all added values are people-oriented and the pursuit of these objectives involves all the tasks performed by all the people in a given company. Therefore, the more people involved in responding to the procedure, the more added values will be discovered which leads to more productive results.

Convention Session

"How Are We Excellent?" is the title of Mr. Zaremba's session held at the NPTA Convention of Saturday, September 19, 1987 from 10:00 AM—12:30 PM. This will be followed by a special Young Executives Forum (YEF) luncheon from 12:30 PM—1:30 PM. (Tickets required. Use the Special Events ticket order form in this issue.)

All participants at Mr. Zaremba's session will receive his book "How Are We Excellent?" ($40) at no cost. The book will help all who use it put his self-evaluation program in action. Mr. Zaremba has built his system on his experience consulting in a variety of wholesale distribution commodity lines.

"Return to Tara" With NPTA in Atlanta this Fall

Plan now to "Return to Tara" when you attend the NPTA Annual Convention and Exposition in Atlanta this Fall. On Convention Saturday, from 6:30 PM—8:00 PM in the Atrium of the Apparel Mart, attendees will be treated to a most unique reception.

"Paper People Paths To Success"

Return with NPTA to the Old South at Convention '87 this year in Atlanta. Return to the days of beautiful plantation homes and gardens and a less complicated way of life. Return to Tara.

On your way to Supplier functions on Convention Saturday at 6:30 pm, join your fellow Convention attendees as they make the Old South come alive. This will be the most lavish party of the 1987 Convention and you can take part in the fun!

Sipping mint juleps on the veranda with your hound dog at your feet, Spanish moss swaying in the breeze overhead and the sweet scent of magnolias in bloom—these are the images of the Old South that you will experience at NPTA's "Return to Tara" Reception. We will recapture this ambiance with a majestic setting of an antebellum mansion and its formal garden fountains, representing the charm and graciousness of the past in all its former glory.

As you enter the Apparel Mart Atrium you will pass through the tall stone estate gates of the NPTA Plantation. The gates are topped with the colonial symbol of welcome, the pineapple, and surrounded by lush greenery.

Commanding attention in the center of the Atrium is the Mansion. It's soaring height invites you to dance or dine within its walls. Surrounding the outside of the Mansion are tall ficus trees, shrubbery and potted flowers to add warmth and color, plus magical lighting throughout the Mansion to accentuate its majesty.

To either side of the Mansion, surrounded by ficus trees and lattice, are two functional lion's head fountains. Votive candles around the bench add a touch of sparkle.

Strolling through the gardens and mansion of the NPFA Plantation will be a number of "Rhett Butlers" and "Scarlett O'Haras." Their charming presence will round out the event.

This is but a glimpse of what is in store for Convention goers this year. Everyone who pre-registers will be invited to attend this magnificent reception in the building that houses NPTA's Paper/Plastics & Allied Products Exposition.

Merchants Wishing to Attend

Only merchants who pre-register (members and non-members) will be sent free invitations to attend this lavish event. For those who register on-site or would like to purchase additional tickets, the cost is $15 each. (Use the Special Events ticket order form in this issue.)

Those pre-registering will receive an invitation from NPTA to the party. Once you RSVP a free ticket will be sent. No tickets will be sold on-site.

Suppliers Wishing to Attend

All suppliers who are exhibiting in the Show will receive three free invitations to "Return to Tara." All suppliers occupying hospitality suites in official NPTA hotels will be sent three free invitations to the event, as well. Additional tickets may be purchased for $15 each. (Use the Special Events ticket order form in this issue.)

Suppliers receiving three invitations each will be required to RSVP with the names of those wishing to attend. When RSVPs are received by NPTA, free tickets will be sent.

SPECIAL EVENTS TICKET ORDERS

OFFICE USE ONLY

Check # _____ Amt. _____

Order Rec'd. _____

Tickets Mailed _____

Deadline	Mail To	Payment
Order Form Must Be Received At NPTA By **August 15, 1987.** After That Date All Tickets Must Be Picked Up On-Site	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable After September 1, 1987. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence Award Presentation: President Gerald Ford, Keynote Speaker*

(Proceeds from the Luncheon will be donated to the PAPER Foundation. The full ticket price is totally deductible under the new tax law.)

Monday, September 21, 1987
12:30 p.m. - 2:30 p.m.: ..... Hyatt Regency Atlanta

_____ tickets at $75.00 each $ _____
_____ tables of 10 at $750 $ _____

Young Executives Forum
Reception, Luncheon, Special Meeting.
Saturday, September 19, 1987
12:30 p.m. - 2:30 p.m.

_____ tickets at $35.00 each $ _____

Paper People Paths To Success Reception.
Atlanta Apparel Mart Atrium
Saturday, September 19, 1987
6:30 p.m. - 8:00 p.m.

_____ tickets at $15.00 each $ _____

Spouses Program: *Atlanta: A Real Treat*
Friday, September 18, 1987
11:30 a.m. - 3:30 p.m.
Luncheon at the Carter Presidential Center.
Presentation by Mrs. Rosalynn Carter followed by a Tour of the Center.

_____ tickets at $45.00 each $ _____

Saturday, September 19, 1987
CHOOSE ONE:

- **Elegant Atlanta.** Introduction to the City of Atlanta. **This Tour Includes Lunch.**
  12:30 p.m. - 4:30 p.m.
  _____ tickets at $37.00 each $ _____
- **Presenting Atlanta.** Introduction to City of Atlanta. **This Tour Does *Not* Include Lunch.**
  1:00 p.m. - 4:30 p.m.
  _____ tickets at $25.00 each $ _____

Sunday, September 20, 1987
CHOOSE ONE: *(Both tours include lunch)*

- House Tour of Newnan, GA.
  10:30 a.m. - 3:30 p.m.
  _____ tickets at $40.00 each $ _____
- *House Tour of Newnan, GA.
  12:30 p.m. - 5:00 p.m.
  _____ tickets at $40.00 each $ _____

Monday, September 21, 1987
9:15 a.m. - 11:30 a.m.
"The Real Coke, the Real Story" by Tom Oliver

_____ tickets at $20.00 each $ _____

REMEMBER! ORDER CHAIRMAN'S LUNCHEON TICKETS NOW.

CHECK MUST ACCOMPANY ORDER — TOTAL FEE REMITTED $ _____

All Funds Must Be In U.S. Dollars

PLEASE MAIL TICKETS TO: _____

NAME: _____

COMPANY: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____ PHONE #: _____ _____

Names of Young Executives Forum Participants: _____

*This 12:30 p.m. departure time is for those who wish to attend NPTA's "Main Event, 10:30 a.m. - 12:00 Noon, featuring Nobel Peace Prize Winner Elie Wiesel.

Fueling the Paper Distribution Engine: Know What Really Helps (Or Hurts)

As all of us in the wholesale distribution industry know, our daily "currency" is product and value-added services, rather than money. But when you come right down to it, those income dollars are the bottom line. They're the "fuel" that keeps the "engine" of our companies running. Without that critical income, we're unable to meet payroll, buy goods from our suppliers or pay taxes. We have no incentive to work hard, because there's no potential for reward.

OK—we've established the importance of the bottom line. But what affects the figure that we see in stark black and white on our balance sheet? Surprisingly, minor changes in a wholesale distribution operation can have a major impact on the bottom line. And an understanding of the factors that cause these changes in a paper wholesaler distributor's profitability is important for every company employee, both "full-timers" and "part-timers." The better their understanding, the more conscious they can be about helping (not hurting) the bottom line.

NAW's audio cassette seminar *What Really Helps (Or Hurts) Your Company's Bottom Line* is designed to teach employees about the factors that influence company profitability. The seminar is a learning tool which explains profitability in operational terms which are relevant to your employees' experience. It addresses the four profit variables (price, quantity, cost of goods sold and expenses) and illustrates the ways in which they interact, using examples drawn from everyday industry transactions. Employees follow an audio cassette using the accompanying workbooks to practice the concepts which the *What Really Helps* seminar introduces. By the end of the 25 minute session, profitability and its component parts are familiar concepts.

The seminar is ideal for self-instruction, but can be readily adapted to a group teaching environment. The kit comes complete with the audio cassette, workbooks and a discussion leader's guide for use in group situations. With the help of the guide the wholesale distribution industry manager can effectively conduct an informal class session.

What Really Helps (Or Hurts) Your Company's Bottom Line is equally valuable as a learning tool for beginners in business or as a refresher course for industry veterans. For more information, write to NPTA Communications Department, 111 Great Neck Road, Great Neck, NY 11021, or telephone 516-829-3070.

Please send me _____ copy(ies) of **What Really Helps (Or Hurts) Your Company's Bottom Line**

For mailing within the United States: (payment in full required)

$50.00 plus $3.00 shipping and handling = $53.00 total per book

☐ Check Enclosed ☐ Bill My Credit Card ☐ Amex ☐ Mastercard ☐ Visa

Card # _____ Exp. Date _____

Signature of Card Holder _____

For International Mailing: The Total Amount of My Order is: $_____

$50.00 plus $5.00 shipping—please enclose check (all funds in U.S. dollars drawn on a U.S. bank) = $55.00 per book

Name _____ Title _____

Company _____

Street Address _____

City _____ State _____ Zip _____

Phone _____

10-Day Money-Back Guarantee Offered On All NPTA Publications

National Paper Trade Association, inc., 111 Great Neck Road, Great Neck, New York 11021; 516-829-3070

MANAGING CUSTOMER & PRODUCT LINE PROFITABILITY

If Profitability Is the Issue, the Solution Lies in Peter Mullins' Message Of Evaluating and Utilizing Customer/Supplier Information.

This one-day seminar provides an indepth examination of the value and methods of measuring the profitability of individual customers and product classes. Dr. Mullins covers both non-computerized and data base management approaches.

Who Should Attend

· Chief Executive Officers · Financial Managers
· Division & Branch Managers

JULY 31, 1987
del Coronado Resort, Coronado, CA

Yes. I want to better evaluate the profitability of both my customers and product lines.

For registration and more information please complete.

Name _____ Title _____

Company _____

Address _____

City/State _____ Zip _____

Fees	Member	Non-Member
1st Participant	$330	$400
2nd Participant same company	$270	$330
3rd Participant same company	$180	$220

Mail to: Education & Training Department, NPTA, 111 Great Neck Rd., Great Neck, NY 11021

NPTA Committees Meet for Week of Activities in Florida

The National Paper Trade Association held its fifth annual "Committee Week" in Key Biscayne, FL, May 4–8, 1987. Fifty of the Association's volunteer leaders were in attendance.

In an effort to enhance the volunteer leadership of the National Paper Trade Association, its Board of Directors instituted the first Committee Week in 1983. All committees, as well as the Board, met to set the direction of original projects and establish new services for the industry.

This year's event performed the same function, but was held in a very different type of location than in the past—thanks to the NPTA's Chairman of the Board Francis J. Houlihan, President of Fleetwood Paper Company, Franklin Park, IL. "We have met previously in city locations and I thought it was time for a change," he said, speaking of Key Biscayne. "The resort atmosphere was relaxing and contributed positively to the week's activities. I think that all the committees that met contributed significantly to the progress of the Association," Houlihan said.

Board of Directors

The NPTA Board of Directors is made up of 17 members, including its five officers. Their work on Thursday of Committee Week was focused on setting the direction for the Association's many programs, approving budgets and discussing industry issues. NPTA Chairman Francis J. Houlihan set the tone for the meeting when, after welcoming everyone, he said, "This fifth annual Committee Week event has become an important part of the industry's work. If it were not for industry people such as yourselves, who are interested in the future, these programs could not go forward, nor would new services be made available to benefit our industry."

The Board received reports from the committees that met earlier in the week and approved new educational offerings, video programs and Convention plans. (Individual committee reports follow.)

One highlight was the transfer of $25,000 from NPTA to the Paper And Plastics Education Research (PAPER) Foundation as a dues payment for all NPTA member companies to be part of the Foundation. (The Foundation's Board of Trustees meets at other times during the year.)

Industrial Paper Division Committee

The Industrial Division of NPTA has moved to provide some exciting programs to meet the needs of industrial members. These new programs include video tape programs on Cleaning & Maintenance Supply, Retail Packaging and Industrial Packaging.

The committee has also begun to plan for its first university-based program on Industrial Packaging to be held at the Michigan State University School of Packaging. This program will be a five day intensive program on all aspects of the technical and marketing side of this exciting product area.

The Division has also begun work on a symposium focused on foodservice issues such as new products and the marketing effort needed to sell them, as well as legislative issues regarding the disposal of foodservice disposable products.

The committee will also present a program at the 1987 NPTA Convention on what is new in corrugated products, cushioning materials and film and tape products.

Education and Training Committee

The Education and Training Committee recommended endorsing continued support for four major areas of merchants' training:

- in-house video training
- Learning International (Xerox) in-house programs
- industry-specific seminars
- NPTA sponsored university programs.

The Department will continue to film select seminars, symposiums and NPTA Convention presentations and will continue to develop customized industry specific training packages (modules that include video tapes, leader's guides and participant's manuals to form a complete interactive training program).

Learning International (Xerox) training programs such as Professional Selling Skills (PSS), Customer Satisfaction Telephone Skills (CSTS) and Managing Time and Territory (MTT) continue to be popular among merchants and are endorsed by the committee.

The committee is devoting itself to developing a limited number of seminars, primarily for middle and upper management, addressing issues germane to the needs of distributors.

With the development of introductory video tapes promoting NPTA's Paper Distribution Management Development Program at Miami University in Oxford, OH, and Printech Week at Rochester Institute of Technology in Rochester, NY, these highly specialized university-based programs continue to grow in recognition. The committee endorsed continued refinement of course curriculum.

Young Executives Forum Committee

This committee represents a group of 140 young industry leaders under 45 years

of age who are in a decision-making position in their firms. The programs created for this group focus specifically on middle management development issues.

To respond to this objective, the committee recommended and endorsed:

- continued growth of its national membership among wholesale paper distributors
- continued offerings at the YEF NPTA Convention session and annual mid-year YEF Executives Conference
- creation of an idea exchange/awards program at the NPTA Convention. Each manufacturer would present his firm's best promotion to help distributors sell its products.

Management Information Committee

NPTA's Management Information Committee (MIC), a group of seven presidents, treasurers and financial managers from various areas of the U.S., met for their annual Spring meeting on May 5-6. The MIC's mission is to oversee and provide guidance to NPTA's Research Department in the refinement and maintenance of such financial reports and survey programs as the annual PAR (Performance Analysis Report), Quarterly Business Conditions Report and the monthly Paper Merchant Sales Report.

A major discussion item at this meeting was how to simplify and increase participation in the regular or long version of the PAR report, making it more relevant to members and easier to interpret. The MIC decided to retain both long and short PAR survey options, and to separate the optional product/customer class section into a stand-alone survey sent out at a different time of the year. Questionnaires were simplified in other areas. Many sales-related ratios were considered for elimination from next year's report, and will be put to a vote by companies participating in PAR over the past few years.

Several new ideas were developed as to how to increase member participation in *all* research/statistical programs, and inform the membership more fully of these services. New video tapes, audio cassettes, *MN* articles and PC based software programs will all be considered and investigated. The MIC also recognized that support for such programs must come from top management, and that mid-level financial managers are not adequately recognized. More incentive plans will be directed to the latter, as well as a special session at the yearly NPTA Convention.

The MIC's Long Range Plan calls for looking more deeply into data processing issues—the development of an industry hardware/software reference list of contact people and an update of NPTA's 1984 computerization survey. Also, more SIC based customer and product line marketing information will be collected and disseminated to members.

Overall, the meeting's theme was to refine *existing* financial/statistical programs now in place, increase participation and confidence in them and beef up promotional efforts of the Department. It was also a "brainstorming" session for new ideas and future projects—especially computerization and Electronic Data Interchange that will impact more heavily on the industry in the near future.

NPTA committee members relax during dinner at Committee Week 1987 in Key Biscayne, Florida.

Long Range Planning Committee

This committee, which has been in existence for five years, was disbanded by the Board of Directors at its Committee Week meeting. The committee was thanked by the Chairman for an excellent job in helping NPTA focus itself on the future.

The job of strategic planning has been moved to the Executive Committee of the Association's Board to carry on these planning activities.

Printing Paper Division Committee

This committee did not meet due to conflicting schedules for many of its members. It was rescheduled for June 10–11 in Pittsburgh, PA. A full report will appear in a future issue of *MN*.

Conclusion

Committee Week is vital to the work of NPTA and the paper distribution industry. The volunteer leaders that contributed to the work of their industry should be commended for their efforts. Beyond that, each participant had an opportunity to share experiences and ideas about the changing nature of the business and make NPTA's programs come alive. "After all," said Francis J. Houlihan, "that's what Committee Week is all about!"

Obligations Under New Immigration Reform Act

The Immigration Reform and Control Act of 1986 became law on November 6, 1986. The legislation imposes new responsibilities on all employers, large and small, and will require every business to review and revise its hiring procedures.

The new law's main goals are to punish employers who knowingly hire illegal aliens, while simultaneously legalizing the status of aliens who have lived in the United States since January, 1982 or before.

Proposed regulations, recently published by the Department of Justice to implement the provisions of this far-reaching law, are reported by the National Association of Wholesaler-Distributors (NAW).

Coverage

The Immigration Reform and Control Act is much broader than is commonly understood. It applies to *all* persons (including individuals) or firms who recruit, hire or refer for a fee one or more employees regardless of whether or not the employees are aliens. Moreover, it covers employees who are hired on a part-time, temporary and other less-than-full-time basis.

Employer Requirements

An employer may not knowingly hire an alien who is not authorized to work in the United States. The employer must determine the employment eligibility of *all* individuals *hired after November 6, 1986.* Individuals hired prior to that date are considered "grandfathered" employees and the employer is not required to verify the employment eligibility of such individuals.

The required verification must take place *at the time of hire.* Within three business days of the hire, the employer must examine documents that evidence the *identity* of the individual and the employment *eligibility* of that individual. In addition, the employer and the employee must complete *Form I-9, Employment Eligibility Verification Form.*

Employees must fill out and sign this form, which provides biographical information and an attestation that the employee is either a citizen or an alien authorized to work in the United States. The employee must then submit to the employer documentation for proof of identity and of employment eligibility.

Certain documents establish both *identity* and *eligibility*. Examples of such documents are: United States passport, certificate of U.S. citizenship, certificate of naturalization and an alien registration card with photograph.

Only *one* such document need be submitted. The employer is obligated to examine the document to ensure that it appears to be genuine and must record on the I-9 Form the document identification number and any expiration date. The employer must then attest that he has examined the documents and believes them to be genuine. The completed I-9 Form must be retained by the employer for three years after the date of hire or one year after that individual's employment is terminated, whichever is later.

As an alternative, an employee may submit one document showing *identity* (such as a state issued driver's license or I.D. card with a photograph) and another document showing *eligibility* (such as an original social security number card, a birth certification bearing an official state or local government seal, or an unexpired INS Employment Authorization).

Employer Sanctions

Employers who fail to comply with the employment verification requirements, or who knowingly hire an unauthorized alien or who continue to employ an individual knowing that the employee is or has become an unauthorized alien are subject to cease and desist orders prohibiting such behavior and to fines ranging from $250 to $10,000 for each violation. *Until June 1, 1988, each employer will be entitled to one offense without penalty.*

An employer who can show good faith efforts to comply with the employment verification requirements will have a rebuttable defense that they have not violated the law and its implementing rules.

Immigration-Related Discrimination Prohibited

Congress was concerned that the requirements of this law could lead to employment discrimination against certain persons. Hence, the Act outlaws certain unfair immigration-related employment practices.

Unlike the provisions relating to determination of employee eligibility, there is an exclusion from coverage for employers of three or fewer employees from the unfair immigration-related employment practice rules.

Under the Act, it is an unfair immigration-related employment practice to discriminate against an individual in hiring, discharging or recruiting because of that individual's national origin or citizenship status.

The rule prohibits only those employment practices where an employer has *knowingly and intentionally* discriminated or has engaged in a pattern or prac-

Continued on page 40

First Quarter 1987 Performance & Business Conditions Survey Results

NPTA first began its "QBCR" a year ago. Since then, the number of participants has grown and this most recent report represents an annualized sales volume of over $8 billion.

The Association's Quarterly Business Conditions Report (QBCR) survey for first quarter 1987 performance was recently completed, and *participating* members were sent customized company reports during mid-May. A record 175 different merchant locations participated, representing $2.07 billion in first quarter printing and industrial paper sales volume ($1.63 billion-printing, $445 million-industrial).

Response to the QBCR program has been enthusiastic, and new participants continue to join up. For most companies, the one-page survey form takes 30–45 minutes to fill out, and many people send the information instantaneously via facsimile machine (NPTA FAX #516-829-3074).

The table below presents first quarter 1987 *national* performance for printing and industrial merchants. Ten key financial measures are tracked. Following is a summary of performance in the key areas.

Sales Growth

Printing paper sales volume rose 9.7% over the same quarter of 1986, versus 5.9% for industrial houses. Both printing and industrial merchants' growth were better than cumulative, full-year 1986 levels. These rates track closely to NPTA's monthly Paper Merchant Sales Report, where, through March, paper "sales per selling day" were up 10.8% over last year and up 6% for industrial firms.

Gross Trading Margins

Warehouse GTMs for printing paper merchants slid to 20.8% in the first quarter, down from 23.1% in the fourth quarter of 1986, while industrial GTMs rose to 23.1% from 22.8%. Margins on direct business were steady at 6.3% for printing while industrial houses' direct margins rose to 14.5%—the highest level in five quarters. Average order size rose sharply, to $412, for printing paper (1986 average was $347), and rose slightly to $282 for industrial.

Operating Expense Control

Printing paper merchants' expense control remains significantly better than the industrial side. Total operating expenses as a percent of gross profits stood at 82.4% in the first quarter, slightly higher than 81.1% in the fourth quarter 1986. The industrial ratio was at 99.8%, virtually equal to the full-year 1986 average, but slightly better than the fourth quarter.

Inventory Management

Printing paper inventory was turned over at a rate of 5.6 times annually, near the five quarter high of 5.7 times registered in the third quarter 1986. However, industrial paper inventory turned over much slower at 5.6 times per year, compared to 6.4 times during the fourth quarter 1986. Perhaps the better rate of turnover is a consequence of the higher printing paper sales growth. Due to industrial merchants' better warehouse gross trading margin, however, the "Turn & Earn Index" was better for industrial firms (129.3 vs 116.4). The turn & earn index is a key, integrated measure that combines profitability with operational efficiency. It is derived by multiplying the warehouse gross margin by inventory turnover.

1st Quarter 1987 Results—Quarterly Business Report U.S. Average

Measures	Printing Papers	Industrial Papers
Percent sales increase vs. last year (%)	9.7	5.9
Warehouse gross trading margin (%)	20.8	23.1
Indirect gross trading margin (%)	17.6	22.4
Direct gross trading margin (%)	6.2	14.5
Total operating expenses as % of gross profit (%)	82.4	99.8
Net profit before tax as % net sales (%)	1.0	0.9
Inventory turnover (times per year)	5.6	5.6
Turn and earn index	116.4	129.3
Receivables turnover (days)	41.9	38.6
Average warehouse order size ($)	412.0	282.0

SOURCE: NPTA Quarterly Business Conditions Report

Receivables Management

Industrial merchants continue to turn over their receivables faster than printing paper houses, 38.6 days compared to nearly 42 days. Between the fourth quarter 1986 and the first quarter 1987, industrial houses cut a full day off this figure. Printing paper merchants cut about 1/2 day off their cycle over the same period. QBCR receivables ratios derived from the Monthly Sales Report are virtually identical—38 days of receivables outstanding for industrial and 41 days for printing.

Regional Summary

Regional data are calculated for nine geographic areas, and are included in individual company QBCRs mailed to participants. Results do differ markedly from national averages shown in the table in this article, and reflect varying economic conditions across the nation. For example:

- Regions 4, 5 and 8 (Midwest) beat the national sales increase substantially, with 18%, 15% and 13% gains in *printing* paper volume.
- Region 2 (Mid-Atlantic) and 5 (Midwest) areas outpaced nationwide *industrial* sales growth at +9.9% and +10.9%, respectively. Region 7 (Southwest) firms' sales *dropped* by 2.6%, reflecting continuing sluggishness in "oil patch" states.
- Region 2 printing firms had the best turn & earn index at 149.0, while Region 6 (West Coast) industrial houses had a very high 166.4 figure—by virtue of 25.6% warehouse GTMs.
- Region 9 (Pacific Northwest) results lagged the nation badly, with a 2% *decline* in printing paper sales over the last year (vs. a U.S. average 9.7% increase) and only 1.4% growth on the industrial side.
- Regions 5, 7 and 9 had significantly higher operating expenses than average, for industrial houses.

Would *you* like to have seen all these regional variations, plus *your rank for the quarter* within the printing, industrial or dual merchant group? You could have, if you had participated. The QBCR is processed in house at NPTA, and information is kept strictly confidential.

Next Survey

Forms for the second quarter 1987 were mailed on June 30th. *The filing deadline is July 31st.* Be sure your financial department is now preparing the QBCR. You can phone in the figures or FAX it to us (24 hours a day) at the last minute.

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tice of knowing and intentional discrimination.

An unusual provision found in the rules states that it is not an unfair immigration-related employment practice for a person to prefer to hire an individual who is a citizen or national of the U.S. over another individual who is an alien if the two individuals are equally qualified.

Although such a preference would not constitute an unfair immigration-related practice, national origin discrimination is covered under Title VII of the Civil Rights Act for employers of 15 or more employees and a possible conflict of legal requirements may result, the resolution of which will require judicial determination.

Rules Are Not Final

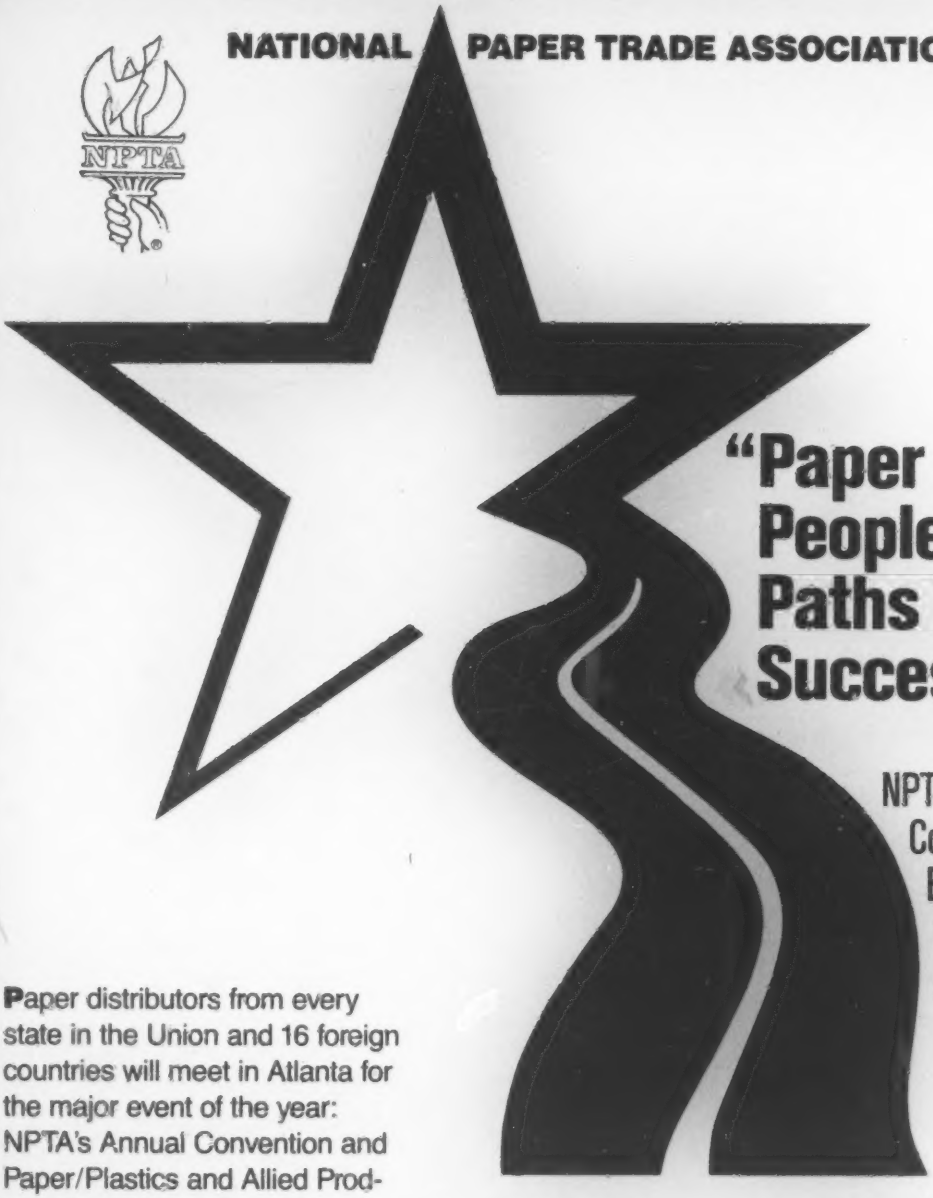
Although the law has been in effect since November 6, 1986 and applies to hires since that date, the rules implementing the law are not final at this time and are subject to change upon action by the Department of Justice. When finalized, an updated NAW LEGAL ADVISORY will be published.

In the interim, the proposed regulations have the force of law and employers need to be aware of their obligations under the law and should take those steps necessary to establish the identity and eligibility of employees hired after the effective date, including a request that every employee hired since November 6, 1986 submit documentation to prove identity and eligibility as described in this ADVISORY.

Information regarding such documentation should be retained in the employee's file. When the final version of the verification form is made available, employers should obtain copies of the same, complete such forms for those employees hired since the effective date of the law, and utilize the forms and the verification of eligibility procedure for all future hires.

Those wishing more information on this subject may contact the National Association of Wholesaler Distributors at 1725 K Street NW, Washington, D.C. 20006.

NATIONAL PAPER TRADE ASSOCIATION, INC.



"Paper People Paths To Success"

NPTA Annual Convention and Exposition
September 19-22, 1987
Atlanta, Georgia

Paper distributors from every state in the Union and 16 foreign countries will meet in Atlanta for the major event of the year: NPTA's Annual Convention and Paper/Plastics and Allied Products Exposition.

Plan on being there for important workshops and seminars, a chance to meet the leaders of the industry, share ideas, and learn what's new on the market for paper distributors.

Expo '87 will feature paper, plastic and related products including health care disposables, retail and industrial packaging, food service items, sanitary supplies and equipment, nonwovens, foils, tapes, wraps and other specialties. Computer hardware and software designed specifically for paper distributors will also be displayed.

Don't miss NPTA's Convention and Expo '87—The Show, The Meetings, the Special Events . . . all wait'ng for you in Atlanta!

Exposition Management:
Scherago Associates, Inc.
1515 Broadway
New York, New York 10036
(212) 730-1050

Sponsoring Organization:
National Paper Trade Association, inc.
111 Great Neck Road
Great Neck, New York 11021
(516) 829-3070

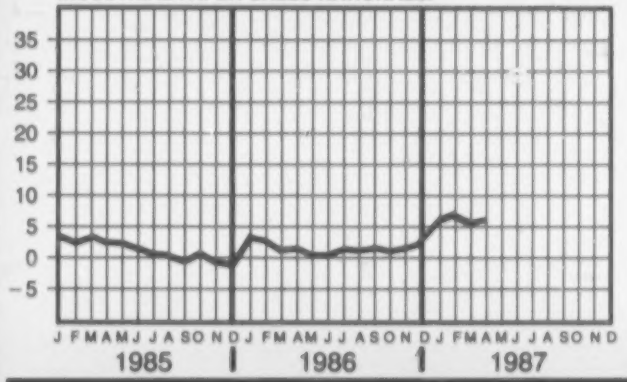
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

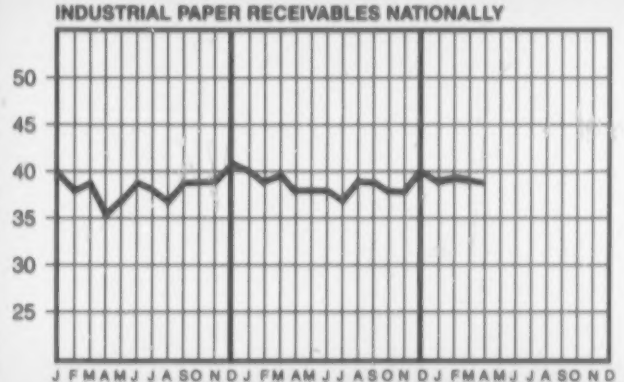


PRINTING PAPER SALES NATIONALLY

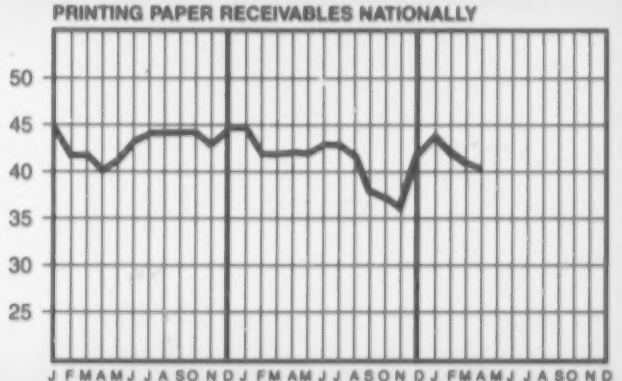
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



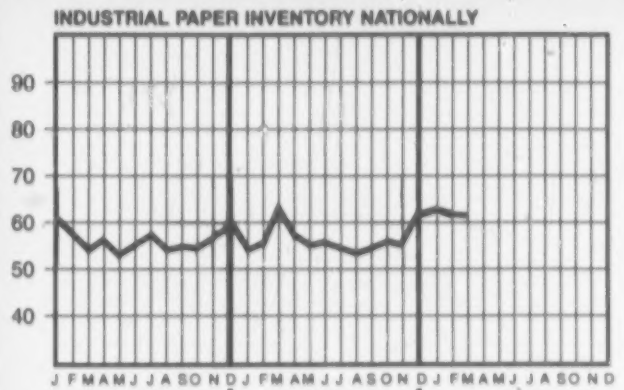
PRINTING PAPER RECEIVABLES NATIONALLY



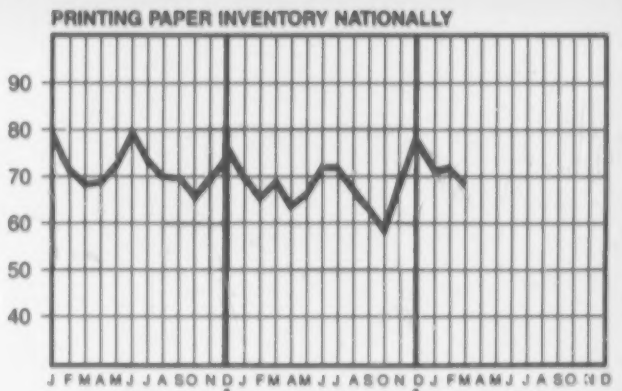
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

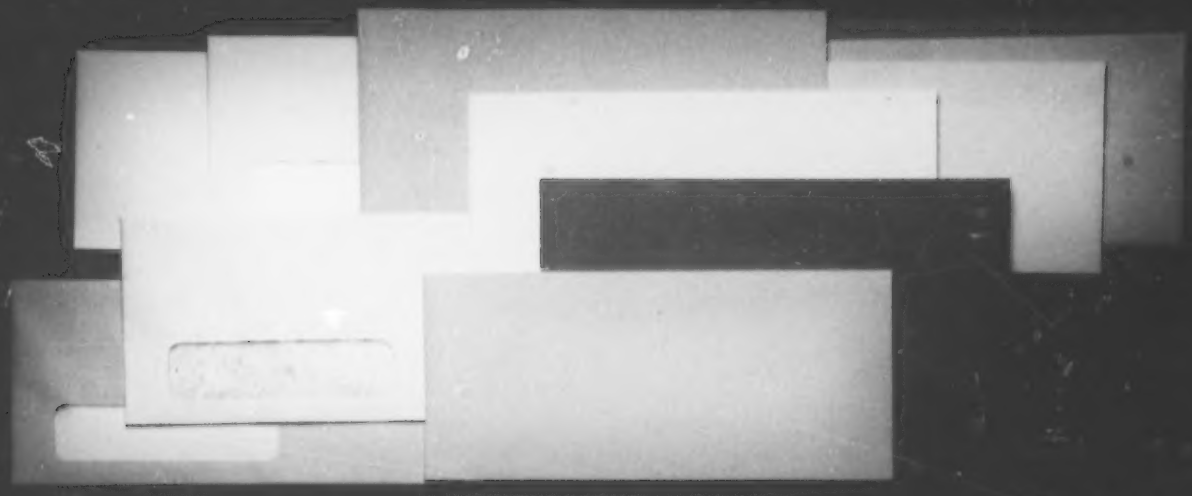
INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



Turn a big profit selling these:



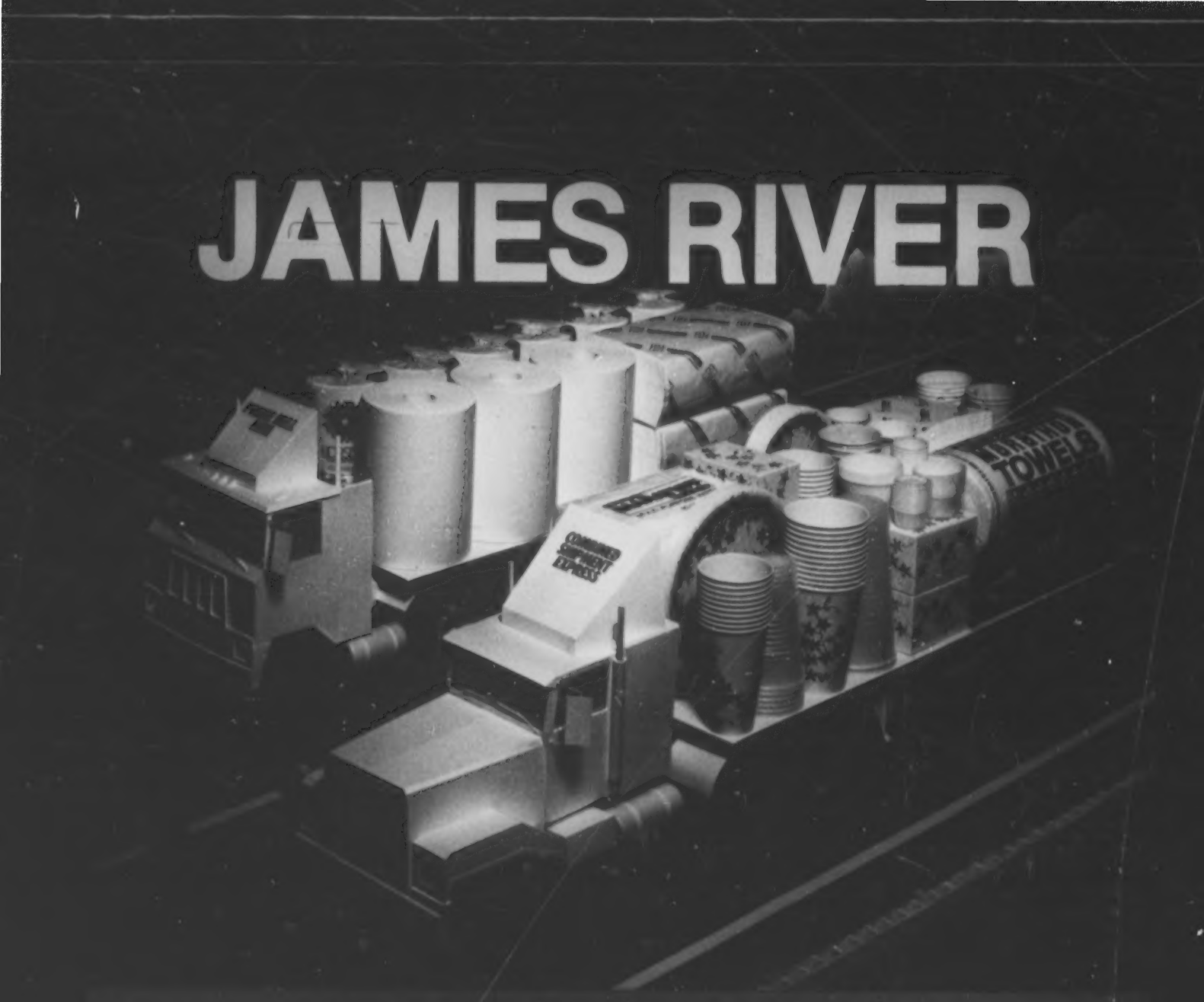
Or turn a much bigger profit selling these:

New York Envelope Group

National Envelope Group

Who but New York/National sells only to you; not to your customers.

JAMES RIVER



OUR FLEXIBLE SHIPPING SYSTEM

With James River, you can pick and choose the way you want product delivered. Whatever helps you turn your inventory most profitably.

Would a mixed order of foodservice and sanitary items give you faster turns? OK. We'll send it all at once from a combined shipment center.

Or maybe a large shipment, straight from the mill, would have you more.

Either way, we have a remarkable record for accuracy, on-time delivery. And

you have the industry's broadest line of disposables to choose from.

What you want, where you want it, all at once. Nobody works harder to help you turn your inventory more profitably. See your James River representative for details.

JAMES RIVER CORPORATION

NPTA MANAGEMENT NEWS

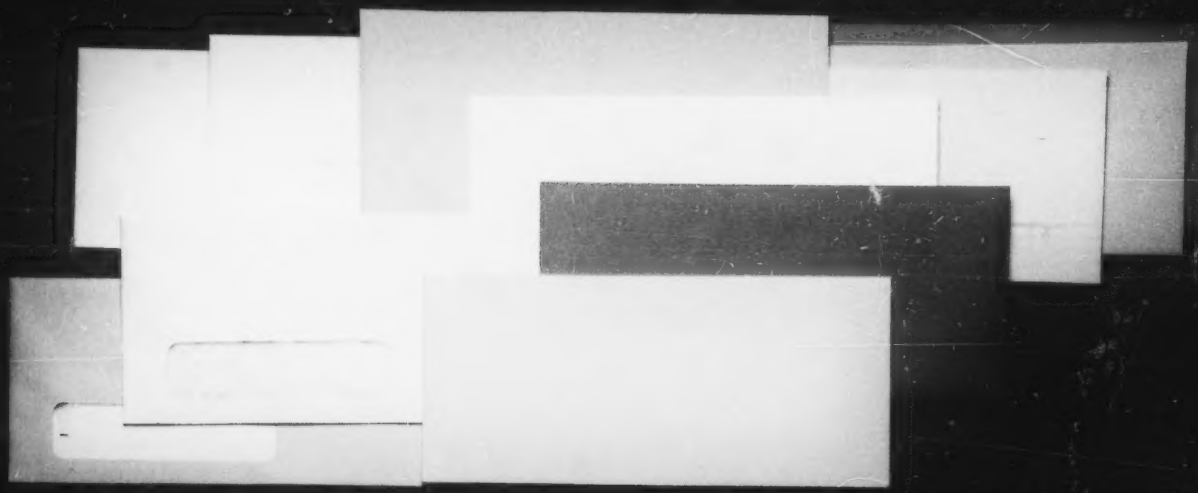
AUGUST 1987

A8140-3
10/23/87

MN

Vintage Industry Performance?

Turn a big profit selling these:



Or turn a much bigger profit selling these:

Why settle for less when you can have more? It's as simple as that — when it comes to selling plain envelopes versus printed envelopes.

Of course, it may take a little more effort to sell the printed envelope order. But your profit will make it all worthwhile. And your customers will appreciate what printed envelopes will do for their businesses. They'll show their appreciation by placing another order. And another. And another.

Then watch your profits grow.

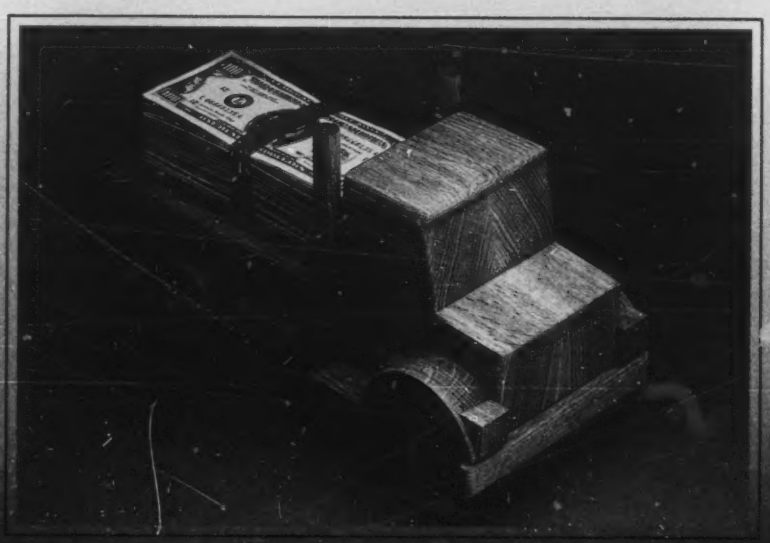
Contact a service representative at the plant nearest you to find out about our Envelope Printing Guide and our new Envelope Printing Slideshow Presentation. Both are full of helpful tips on selling printed envelopes.

New York Envelope Group
Long Island City, NY
Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

National Envelope Group
Atlanta, GA Lenexa, KS
St. Louis, MO Worcester, MA

Who but New York/National sells only to you; not to your customers.

Service You Can Bank On.



country, providing you regional access to our entire product line. So you can order hassle-free, amalgamating small quantities for quick turnaround, higher turnover and fatter profits.

What's more, we've made it policy *not* to oversell our mills, because we know how backlog delays can force buyers to hedge and over order. Instead, we work together with you and commit to a business plan geared to your forecasted needs. So we keep backlogs consistently low and ship on time. Period.

The bottom line: Good times or bad, you'll [illegible]

WE'VE TAKEN THE MYSTERY OUT OF RUNNING CARBONLESS.

It's a crime, but some printers think there's some deep, dark mystery to running carbonless.

But if you can run bond paper, you can run Mead Carbonless. We guarantee it.

You can count on a trouble-free run with our carbonless. That means no double feeds, jam-ups, tie-ups or foul-ups.

MEAD CARBONLESS. YOU'LL BE IMPRESSED.

The secret is consistency. Something you get only by controlling the process from beginning to end.

So we make our own pulp, manufacture the base stock and apply our own coating all in our totally integrated paper mill. We even grow our own trees.

This way we can control everything from basis weight and coating to moisture content and porosity. All so you can offer your customers a carbonless form they can trust.

Call your Mead Carbonless Distributor. Or write to: Mead Paper, Marketing Communications Dept., Courthouse Plaza, Dayton, Ohio 45463.

Because there is no mystery to running carbonless. As long as it's Mead Carbonless.

Mead Carbonless Papers

MN
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COVER PHOTO: Richard Chesnut

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Management Development Program "First Rate"

This is to endorse the NPTA's Paper Distribution Management Development Program that is held twice a year at Miami University in Oxford, OH.

Our class just completed the second and final week on May 8th. This recent graduate recommends that other managers in the paper distribution industry investigate this program. I consider the two weeks of training among the best of my career. The caliber of the class, the outstanding facilities, the content of the course and the faculty were first rate.

Over the course of both sessions I was offered practical and realistic information custom-designed to my needs as a paper merchant. There is no other program providing our industry managers a "total education." Week one offered attendees a comprehensive training in the financial and marketing areas of management; after six months, week two delved into the human dimensions associated with managing my people.

The NPTA and Miami University are to be congratulated.

Dennis L. Wheeler. vice president sales
West Coast Paper Company
Seattle, WA

Editor's Note: The NPTA Education and Training Department has recently produced a 15 minute introductory video tape describing the entire course content. To learn more about this program, tapes can be borrowed by contacting Bruce H. Linden, 516-829-3070.

Applauds New Regional Meetings Concept

Recently, Boston, MA, was the site of one of the new NPTA Regional Meetings. This was an excellent opportunity for NPTA members/non-members to meet with the NPTA chairman, president and staff to learn about all the various programs NPTA is developing on behalf of its members.

For many members, their only exposure, if any, to the programs offered occurs at the annual National Paper Trade Convention. Usually most attendees do not have the additional time available during the Convention to review the kinds of information presented at the Regional Meeting.

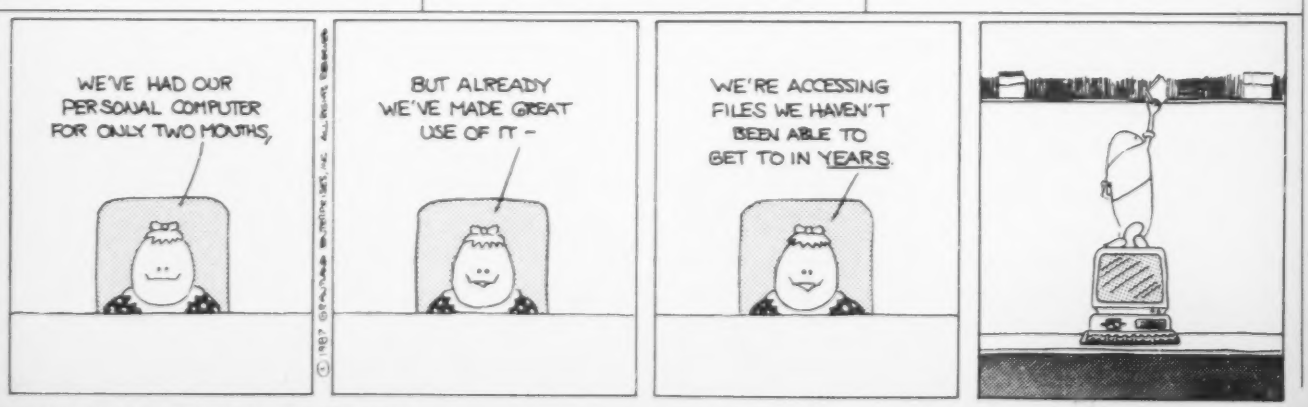
If you are interested in learning how your region performs using the PAR report; what books, video tapes and other training aids are available; what NPTA conducted or sponsored seminars are available; what NPTA conducted or sponsored marketing/operations consulting programs are available, then you should not miss one of these Regional Meetings.

The message is loud and clear. Your NPTA Executive Committee of the Board of Directors and the NPTA staff is committed to the growth of NPTA and its members in a planned and meaningful way.

A lot of time has been committed through the NPTA staff and Industry volunteer leaders to develop first rate growth development programs for our Industry. The NPTA Regional Meeting concept will get the results of that hard work to us faster and on a more personal basis and we should all be pleased to have this additional forum for development available to us.

Peter Tomasini, vice president sales
the Dowd company inc.
Woburn, MA

Editor's Note: The regional meeting concept, as envisioned by NPTA's Board of Directors, has been well-received as evidenced by this letter from Mr. Tomasini. Others wishing to express their views or suggest a regional meeting city, should write to John J. Buckley, Jr., NPTA president, at the headquarters office.



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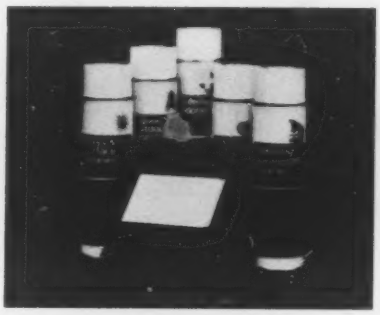

Demonstration Kits

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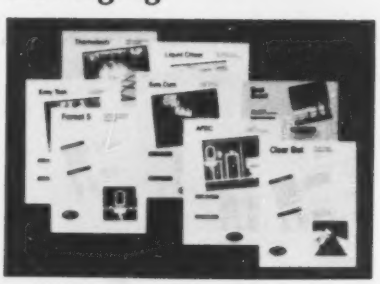
Complete Line of Maintenance Chemicals!

Literature • Creative Packaging



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Ris's Rogers Retires

Richard C. Rogers, president and general manager of Ris Paper Company's New England division, is retiring after a 37-year career with Ris and John Carter & Co. (acquired by Ris in 1965). Benjamin Krieger, president and COO of Ris Paper said, "We thank Dick Rogers for his many years of dedicated service to Ris Paper and the industry in general."

Craig Johnson has been named as Mr. Rogers' replacement. He has 19 years experience in the paper industry, and comes to Ris from Nationwide Papers, where he was general manager of the company's Great Lakes region. Ris Paper is headquartered in Garden City, NY, and has 18 offices across the country. It was ranked by *Forbes* as one of the 300 largest privately owned companies in the country in both 1985 and 1986.

Craig Johnson

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Kimberly-Clark Corporation

Caskie Paper Now Part of Carter Rice

Caskie Paper Co., with operations in six locations in Virginia, North and South Carolina, has been acquired by Carter Rice. William E. Collins, president of the Stanford Paper Co. Division of Carter Rice will assume responsibility for Caskie Paper in his new capacity of senior vice president of Carter Rice.

William E. Kelley, president of the nine-location New England Division of Carter Rice, has also been named a Carter Rice senior vice president.

Mead Agrees to Sell Six Plants to Weyerhaeuser

Mead Corporation has announced an agreement to sell six of its 14 corrugated box plants to Weyerhaeuser Company. Though terms of the agreement were not disclosed, it was expected that Mead would have a third quarter after-tax gain of 24 cents a share as a result of the sale. Last year Mead had sales of $837.4 million compared to Weyerhaeuser's sales of about $5.5 billion.

Another Printech Week Graduates Graphic Arts Specialists

The NPTA was proud to graduate 14 fine paper salesmen from its highly acclaimed Printech Week program on May 1 at Rochester Institute of Technology.

Printech Week is a highly customized in-depth training program offering classroom lectures covering theory and overview, followed by hands-on lab demonstrations of the major printing processes. Michael Keneally, vice president, Set Point Paper, stated, "Printech Week is an excellent program. I think it is as worthwhile and applicable for industrial packaging distributors as for fine paper salespeople. Printech Week is a must for sales managers and general managers who often have to deal with paper problems with their printers. The in-depth knowledge I gained from classroom instruction and hands-on lab work is invaluable."

The Printech Week program is a total immersion into a printing environment, complete with its language, processes and problems. This unique program concentrates on the printing job from the fine paper salesperson's customer's view. Printech Week courses are designed to: increase knowledge of the graphic arts, improve understanding of the printer's business, upgrade technical skills, provide hands-on experience in pre-press technology and related methods, understand paper considerations required by lithography, flexography, screen printing and the new non-impact technologies, increase knowledge of the paper-to-printing relationship and improve printing paper sales ability.

"I felt overall that Printech Week was extremely beneficial for me. It gave me a much better grasp of problems encountered by printers in producing a job. It's important for us in the paper industry to stay in touch with the latest technologies. There is no better place for us to do this than at Printech Week," stated Ron Leopker, sales representative with Shaughnessy - Kniep - Hawe Paper.

The NPTA has just released a 15 minute introductory video tape filmed at RIT. This descriptive program outlines the scope and objectives of Printech Week, and tells how participants can become effective problem solvers, giving them a critical edge in today's marketplace.

For a free loan copy and a descriptive brochure for registration, contact Bruce H. Linden, Director of Education & Training, at 516-829-3070. The next scheduled Printech Week class will be held October 18-23, 1987.

Printech Week graduates at Rochester Institute of Technology with Training and Education Center staff.

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	New Strategies for Growth: Paper Distribution Plans for The Future. *NPTA.* $45.	—
2	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	2
3	Wholesaler Inventory Control. *VanDeMark.* $25.	6
4	What Really Helps (or Hurts) Your Company's Bottom Line. *NAW.* $50.	7
5	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	4
6	Higher Profits from Day One. *Arthur Andersen.* $250.	8
7	Win-Win Telemarketing Program. *Zibrun.* $135.	3
8	Paper & Ink Relationships. *Williams.* $30.	1
9	System Selling: A Marketing Guide for Wholesaler Distributors. *Hannaford.* $25.	10
10	Collecting By Telephone. *Dun & Bradstreet.* $49.99	—

All publications are available from NPTA

CHAIRMAN'S CORNER

Performance Reporting: Measure Your Company Against The Industry

We take a lot for granted in our business—sources of supply, our abilities to manage and to sell, sometimes even our customers—because they are always present. We conduct our business affairs trying to take the best advantage of information available that will keep us up-to-date on suppliers, management techniques, sales and customer needs. The more information we can gather, the better we will be at keeping our perspective fresh.

There is no better way to do this than through taking advantage of NPTA's Performance Analysis Report (PAR) each year. It's a free service that pays big dividends to paper distributors. The PAR is the only legal way of measuring your company's performance against the industry in an absolutely confidential way.

An overview of the collected results are contained in this issue of *MN*. If you read it with interest and are not presently receiving your own individualized, confidential PAR report, then I challenge you to participate in the survey next year. I guarantee that you will become a believer as I have.

The PAR report is an easy source of information to take for granted once you've used it for awhile. It will become a necessary part of your operation. If you use it, you'll wonder how you got along without it.

Francis J. Houlihan
NPTA Chairman

INDUSTRY NEWS CONTINUED

International Paper Merges Two Groups

White Papers Group and Hammermill Papers Group have been merged to form a new company called White Papers Business which will be headed by senior vice president Dana Mead. International Paper Company merged the two groups in order to combine, under a single management, similar businesses with comparable manufacturing facilities, products and distribution. The new company manufactures 1.7 million tons of uncoated white papers and 350,000 tons of printing bristols at 13 paper mills. According to Mr. Mead, the merger will help focus the company's resources on new product development and product promotion activities.

ISP Celebrates Centennial

Inlander-Steindler Paper Company (ISP) was founded in Chicago in 1887, and has grown into the Midwest's largest independent paper and supply products distributor organization for packaging/shipping room, foodservice disposable, janitorial/maintenance and printing office supply products. To celebrate the occasion, ISP held an open house and trade show at the company's corporate headquarters in Elk Grove Village, IL, which was attended by more than 250 people. IPS will hold similar events at each of its branches throughout the year.

Merger Creates Darter, Inc.

Kankakee Industrial Supply Corporation has joined forces with Robert Pilcher Paper Company to form a new corporation called Darter, Inc. The new company will operate out of expanded facilities at 1050 Central Avenue, University Park, IL 60466 (phone 815-726-4328), and 1015 North Fifth Avenue, Kankakee, IL 60901 (phone 815-937-3900).

Company Gets New Owner, New Name

Sordoni Enterprises, Inc., a privately owned, diversified company, has acquired the Scranton Branch of Wilcox, Walter, Furlong Paper Company and renamed it Tower Paper Corporation. Tower Paper will continue to distribute both fine paper to the printing industry and industrial paper products to industrial and institutional customers.

Sordoni Enterprises already owned the H.A. Whiteman Co. of Wilkes-Barre, PA, and intends to combine the efforts of the two companies to provide a broad selection of fine and industrial paper products to their customers.

Amoco Foam Products Plans Expansion

Amoco Foam Products Company, a subsidiary of Amoco Chemical Company, has announced plans to expand production of its foodservice products. A new 100,000 square-foot plant will be built at Corsicana, in northern Texas, which will initially employ 65-70 people, but that number is expected to grow as Amoco's market expands in the Southwest. Amoco makes a variety of foodservice products, including sandwich containers for fast-food restaurants and trays for institutional food operations.

Century Paper Reports Higher Earnings

Herschel G. Maltz, president and CEO of Century Papers, Inc., Houston, TX, reported that for the fiscal year which ended March 31, 1987, the company enjoyed pretax earnings pf $2,002,000, almost two and one-half times better than the previous year. Century Paper's unaudited net earnings were put at $1,042,000 or 93 cents per share on sales of $123 million. The previous year, on sales of $122.4 million, Century earned $507,000 or 45 cents per share.

The figures represent the best pretax earnings and one of the best net earnings years ever for the company. One of the factors enhancing pretax earnings was Century's recent disposition of its five retail Paper, etc. outlets. Century operates 17 distribution centers in Texas, New Mexico, Arizona, Colorado, Oklahoma, Tennessee and Mississippi.

Scott to Modernize Subsidiary's Plant

Scott Paper Company has announced plans for a $60 million modernization of the Muskegon, MI, plant operated by S.D. Warren Company, a Scott subsidiary. The Muskegon facility is already the nation's largest producer of premium quality coated printing paper.

The project, which includes rebuilding a paper machine as well as the construction of supporting facilities, is expected to be completed by the fall of 1988. A $60 million upgrade of the plant's energy-generating facilities had been started earlier.

Butler Paper "On Move"

One division and three branches of Butler Paper are all enjoying new facilities. The new locations, all providing added warehouse space and the most modern material handling systems, as well as easy access to highways, are being occupied by the Baltimore division and branches in Santa Rosa, CA, Springfield, MA, and Rock Island, IL.

Butler has also announced its "Division of the Year" awards for 1986. Regional awards went to Lansing, MI, for the Eastern Region; Minneapolis, MN, for the Central Region; and Tucson, AZ, for the Western Region. The national award went to Oklahoma City. All the awards were based on financial performance, management of people and assets, creativity in serving customers and overall excellence.

New Sales Training/ Marketing Company

James R. Gardner, former president of the United Group, has announced the formation of The Evergreen Group. The new company, which is located in Monroe, LA, will specialize in sales training and marketing programs for paper, plastic and chemical distributors and manufacturers. Mr. Gardner can be reached at 318-323-2752.

People in the News

Reyburn D. Gove II has been appointed vice president of the Morris Paper Company, Pittsburgh, PA. Morris Paper is part of CDA Distributors, a division of Hammermill Paper Company.

Mike O'Hara has been promoted to national sales and product manager of Portion Packaging Inc. of Trevose, PA. Bob Fernholz is the company's new northern regional sales manager and Riley Burch is the new southern regional sales manager. Portion Packaging manufactures plastic drink cups.

Michael R. Smith has joined Laminations Corporation of Neenah, WI, as vice president, marketing, for the company's West division.

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- Retail Drug Chains
- Millinery and Notion
- Medical and Industrial Markets

Printing Paper

Creativity is Key to Annual Report Business

According to the National Association of Printers & Lithographers, this year's corporate and institutional annual reports, valued at more than $4.3 billion, have now been printed and mailed. According to those who keep their eyes on this market, the key ingredient for agencies and printers who would like to share in this market is the creative use of words and graphics. Some of this year's reports include far-out graphics, pop-up centerfolds and even scent printing.

Costs for annual reports can range as high as $8 per copy, and the companies that have *not* done well in sales or profits, or have had negative publicity, seem to be the very ones who are most interested in sending out dazzling reports.

Original Copy of Declaration of Independence Found

A framed copy of the Declaration of Independence that was hanging on the wall of the town clerk's office in Portsmouth, RI, was found, upon close examination, to be an original printing dated July 13, 1776. This is only the eighth known copy of the Declaration of Independence in Rhode Island, and it is estimated that it might be worth as much as $40,000.

Industrial Paper

Many Wholesaler-Distributors Affected by OSHA Move

The Occupational Safety and Health Administration (OSHA) has, by interpretation, included a large number of wholesaler-distributors within the coverage of its Hazard Communication Standard (HCS). The standard is intended to inform employees about potential hazards in the workplace.

The HCS covers any products that might result in exposures to hazardous chemicals during manufacturing use. Labels, material safety data sheets (MSDSs) and training are required for chemicals as well as products where exposure to hazardous chemicals may exist.

The HCS currently applies only to chemical manufacturers, importers, distributors and manufacturing employers in Standard Industrial Classification (SIC) codes 20-39. It is likely that OSHA will soon broaden the scope of the HCS to include all standard industrial classifications.

The OSHA HCS is two-tiered. "Tier-I" requires manufacturers, importers and wholesaler-distributors of hazardous chemicals to provide a proper container label and an MSDS to designated downstream manufacturer users.

"Tier-II" requires manufacturers, as employers of workers who would be subject to exposure to hazardous chemicals, to establish a written hazard communication program, keep the labels furnished to him on the containers which hold such chemicals, make the MSDSs available to employees and train employees in the hazards of the chemicals to which they are or may be exposed.

A wholesaler-distributor supplying to HCS-covered employers products determined to expose employees to hazardous chemicals must ensure that each container leaving the workplace is properly labeled regardless of its destination. Second, the wholesaler distributor must obtain an MSDS from its supplier and provide the MSDS to distributor and manufacturing purchasers of hazardous chemicals. This obligation to provide downstream information has been in effect since November 25, 1985.

EVENTS

SEPTEMBER

14–17. *The Sixth Converting Machinery/Materials Conference & Exposition. For more information contact: National Expositions Company, 212-391-9111.*

19–22. *NPTA's Annual Convention and Exposition "Paper People Paths to Success, Atlanta, GA. Contact NPTA.*

28. *New England Paper Merchant's Association's Golf Outing. Contact Albin R. Johnson, Jr., 617-748-2272*

OCTOBER

8–9. *TAPPI sponsors seminar on "Managing Change and Performance in the Paper Industry," Grand Rapids, MI. For more information contact TAPPI Headquarters, 404-446-1400.*

18–23. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

4–6. *Trends in Paper Distribution Computerization Conference, Dallas, TX. Contact NPTA.*

8–13. *Paper Distribution Management Development Program, Miami University, Oxford, OH. Contact NPTA.*

UNIVERSAL "FACTS"

A COMPLETE SOLUTION FOR PAPER DISTRIBUTORS.

"FACTS" was designed specifically for the Fine and Industrial paper merchant. Just a few special features are:

- Direct and Warehouse Order Tracking
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- Substitute Products
- Backordering
- Bill and Hold
- Cutting
- Pricing Conversions
- Minimum Gross Profit Flag on Order
- Detail Customer and Product Sales History
- Inventory Control with Multi-Warehousing
- Salesman Stock Inquiry
- Multiple Costing in Product File
- Salesman Commission Analysis
- Product Scan Inquiry
- Last Quantity and Selling Price
- Detail Purchase History
- Non Accounts Receivable Cash Receipts
- Contract Pricing
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TRIED AND PROVEN PERFORMANCE

EXPERIENCE
with many paper houses installed and using the system successfully.

SUPPORT
with a complete in-house staff of programmers providing immediate telephone assistance.

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with a full staff of engineers, working in conjunction with our programmers.

DYNAMIC SOFTWARE
with updates provided to each user, as enhancements are made.

All in all, a total solution. For more information, call us at (201) 469-6363, or write:

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185J Industrial Parkway
Sommerville, NJ 08876

3M's Jacobson to Speak at 1987 Main Event

Allen F. Jacobson, chairman and chief executive officer of the 3M Company, will speak at NPTA's 1987 "Main Event" on Convention Sunday, September 20. He joins Nobel Peace Prize winner Elie Wiesel on the platform at the meeting which takes place from 10:30 AM—12:00 Noon.

Allen F. Jacobson

It was with great pleasure that NPTA president John J. Buckley announced that 3M chairman Allen F. Jacobson will participate in the 1987 Convention and Exposition. "We are indeed honored to have Mr. Jacobson address the Convention this year at our Main Event. He is a man who brings an important message to our people based on his 40 year career with 3M," he said.

That message is rooted in the past with a firm grasp on the future. 3M, with over $8 billion in sales and 85,000 employees around the country and the world, has been one of America's leading innovators. The company now produces some 50,000 different products ranging from microfilm readers to blood filtration systems to tape of every description—from adhesive to magnetic.

At the helm of this giant company is NPTA's Main Event speaker Allen F. Jacobson, a career man with the company who gives listeners an enlightened perspective on business. "We take a technology and try to find every way we can use it," said Jacobson, a no-nonsense 61 year old Nebraska native. 3M has done just that under Jacobson's leadership. Good examples are the Post-it® Note Pads and their $100 million development of the optical disk for data storage.

"We know where we want to go," said Jacobson, "we think we have the resources to get us there." He provides leadership for his company and industry through a "hands-on" approach. He has demonstrated his support for wholesalers through the years and is committed to the paper distribution channel for some of the company's products.

His message to the industry will be one that Convention-goers will not want to miss this year. Sharing the Main Event stage with Mr. Jacobson will be 1986 Nobel Peace Prize winner Elie Wiesel. The meeting will begin promptly at 10:30 AM on Convention Sunday, September 20, 1987.

Don't Miss These Deadlines

August 21, 1987—All Convention registration forms must be in to NPTA by this date to assure that you will receive your badges *prior* to the Convention, thus avoiding registration lines on-site.

August 27, 1987—All hotel room requests must be in to the NPTA housing bureau in Atlanta to avoid paying higher prices for rooms after this date. NPTA relinquishes its room block on August 27, 1987.

Traveler's Information

Cabs—From the airport to NPTA Convention hotels averages about $16.00 and takes 20 minutes.

Hotels—All Convention hotels are in close proximity to each other and the Apparel Mart. The Apparel Mart is connected by a bridge to the Westin Peachtree, while the Hilton, Hyatt Regency and Marriott Marquis are all connected via underground walkways to the Apparel Mart.

Reminders

All Convention pre-registrants will receive invitations to this year's special "Return to Tara" party in the Atrium of the Apparel Mart. Suppliers participating will receive three invitations per booth or suite occupied in official NPTA hotels. Those wishing additional tickets may use the special events order form in this issue.

A special session will be held on Convention Tuesday morning that covers the important subject of substance abuse in the workplace. Plan on attending this session. The topic is too important to avoid. Denis R. Zegar, vice president of the National American Wholesale Grocery Association, will present the subject from 9:30 AM—11:00 AM on Tuesday, September 22, 1987. All are invited to attend.

The Main Event:

Hear Elie Wiesel, Nobel Peace Prize Winner, on Convention Sunday, September 20, at 10:30 AM in the Atrium of The Apparel Mart.

THE TIGER NEVER SLEEPS

CPI's PAPER TIGER

A CUSTOM SOFTWARE PACKAGE DESIGNED FOR THE PAPER MERCHANT

Paper Tiger is the result of thousands of hours of research into the specific operational requirements of the paper merchant. We first studied and addressed the unique inventory, cost, purchase, substitution and ***SALES/SERVICE*** data critical to the industry. Only then did ***CPI*** begin work on the software design we call ***Paper Tiger.***

The result? Stated simply, ***Paper Tiger WORKS.*** It's the ***COMPLETE*** system for the paper merchant. It gives you instant access to accurate, timely data that helps provide your customers with better service. As a result you sell more product, operate more efficiently and are more profitable.

If you think that these are pretty tough claims, you're right. But ***CPI*** and ***Paper Tiger*** deliver on every one of them—and more.

So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

CPI, Inc.
Route 34 & Artisan Way, Post Office Box 188
Colts Neck, NJ 07722
1-201-462-8900

Business Papers: A Growth Market for Paper Merchants

"The dramatic growth of the hard copy supplies industry is due to the development of new technologies occuring within the hard copy output markets. These output markets include copiers, printers, typewriters and facsimile," says Charles E. Case, director of CAP's Hard Copy Supplies Market Requirements Service. "The development of these new technologies creates new markets, thus driving the hard copies supplies industry upward."

The whole area of what has come to be known as "hard copy supplies" is exploding into the paper merchants' arena. NPTA will explore this subject in detail at the Annual Convention on Monday, September 21, when CAP International's Charles E. Case, director of their HCS Market Requirements Service, will present a business papers and hard copy supplies market forecast for paper merchants.

There is no question about it. Copier papers, business papers, special papers for fax machines, laser printers and other office equipment are part of an office revolution that many paper manufacturers have joined. (CAP estimates that the hard copy supplies industry in North America will grow from $14.7 billion in 1986 to $20.9 billion in 1991.)

The first volleys were heard by paper merchants only in copier paper sales. But the revolution has brought to the front lines many other pieces of heavy office artillery that merchants can feed with other paper and non-paper products.

Copier Paper

CAP International, a market research company specializing in the graphic arts, recently completed a study of copier paper purchasers and found, not surprisingly, that the paper merchant was the primary supplier of copier paper in the U.S. One-third of all copier paper users purchased their paper from the paper merchant. Some of the other major sources of supply were copier dealers (18.5%) and stationery stores (16.5%). The report noted that only 3.8% purchased copier paper from a catalog and only 0.1% bought from a telemarketing company. (Please note that the above percentages represent the number of *users* purchasing from each source of supply. It doesn't indicate the volume of paper sold through each channel. Since merchants are more likely to service large-volume accounts than other types of suppliers, it is probable that merchants are providing much more than one-third of the actual amount of paper that is being consumed by the copier market.) Approximately three-fourths of participants surveyed were in the "less than 10,000 copies per month" range.

Copier supplies goes beyond paper. Many merchants have broadened their product lines to include toners and developers for copiers. Survey respondents gave the following reasons why they selected their copier needs supplier:

Best Price	62.4%
Customer Service	36.5%
Location	29.5%
Supplier Provides Copier Service	27.2%
Supplies Purchase Contract Offered With Copier	6.0%
Other	12.7%

Note: Multiple responses permitted

Electronic Printer Supplies

In this area which includes computer printers—letter quality, dot matrix and high speed—paper merchants still represented the primary source of supply to the user. 37% of all CAP survey respondents reported buying paper from paper merchants. Office supply dealers/distributors were close behind at 31% and forms distributors were used by 21% of respondents. Mail order catalogs did better in this area at 11% and computer distributors had 10%.

When other supplies for electronic computer printers are included, the paper merchant does not fare as well in the survey. That is to be expected as there are more paper distributors selling paper only than paper plus ribbons, print wheels, toner cartridges, etc.

Selecting a Supplier

Users of electronic computer printer supplies were asked to rate the most important factors when selecting a source of supply for their equipment. The following should be heeded by paper distributors:

Product Quality/Performance	9.36
Price	8.93
Product Availability	8.03
Delivery Time	7.51
Customer Service	7.41
Maintenance Repair	7.14
Location/Convenience	5.59
Breadth of Product Line	4.63

10 = extremely important

Learn More at the Convention

There is much more to learn about the subject. Come hear an expert on the topic at NPTA's Annual Convention when Charles E. Case, director of CAP's Hard Copy Supplies (HCS) Market Requirements Service will present "Business Papers and Hard Copy Supplies Market Forecast" from 10:00 AM—11:30 AM on Monday, September 21, 1987.

Special Events: Don't Miss Out—Order Tickets Now

NPTA has events scheduled to meet everyone's tastes. Plan now and order your tickets so you don't miss out on these special events.

Attendance for many special events at NPTA's 1987 Annual Convention is limited. Since tickets for all events may not be available on-site, order yours early so you can be assured admission.

Chairman's Luncheon

NPTA's Chairman's Luncheon is a prominent industry event to which everyone is welcome. It will be held on Monday, September 21, with a cash bar reception (12 PM—12:30 PM) and luncheon (12:30 PM—2:30 PM).

Tickets ($75 each) are going fast. You can order them now using the Special Events ticket order form on the next page.

Lawrence H. Boling, president of Consolidated Papers, Inc., Wisconsin Rapids, WI, will be honored as this year's recipient of the prestigious Stanley O. Styles Industry Excellence Award for 1987. The presentation of this award has become a momentous occasion for the paper and plastics industry. Larry Boling joins a distinguished group of winners including William Zellerbach, Albert Duval and Howard Ris.

President Gerald R. Ford will be the keynote speaker for this event. His remarks are expected to cover current national and international events, as well as a revealing look inside the presidency.

Spouses Program

Spouses of Convention attendees can look forward to four days of exciting programs which will highlight not only Atlanta, but the gracious charm of the Old South, as well.

On **Friday, September 18**, from 11:30 AM—3:30 PM, spouses may tour the Carter Presidential Center. Mrs. Rosalynn Carter, former First Lady, will speak to the visitors after a scrumptious lunch. Then spouses will be able to visit the Presidential Library, see a 30-minute film on our former president and hear a presentation on the 20th century presidents and the major issues that confronted each. Tickets ($45) are required.

On **Saturday, September 19**, spouses may choose one of two activities: "Elegant Atlanta," including lunch (12:30 PM—4:30 PM, $37 per person) or "Presenting Atlanta," without lunch (1:00 PM—4:30 PM, $25 per person).

"Elegant Atlanta" offers visitors a variety of Atlanta architecture from an imposing villa built between the two world wars, to a humble plain farmhouse dating from before the Civil War.

"Presenting Atlanta" offers spouses a different perspective of the city. The tour begins downtown, where those attending will see some of the country's most spectacular contemporary architecture. Then, on to the Sweet Auburn section, center of Atlanta's black business and cultural heritage, where Convention spouses will see the Martin Luther King, Jr. Memorial, his birthplace and home church, Ebenezer Baptist Church.

Sunday, September 20, offers the same tour—City of Homes, Newnan, GA—at different times, to allow those who wish to attend "The Main Event" (10:30 AM—12:00 Noon), featuring Nobel Peace Prize Winner Elie Wiesel, to do so. Offered at either 10:30 AM—3:30 PM or 12:30 PM—5 PM, both tours will include lunch, with tickets priced at $40 per person.

Those attending will see two of the homes of Greek Revival and Victorian architecture, circa 1840–1916, as well as the Coweta County Courthouse.

On **Monday, September 21**, look forward to "THE REAL COKE, THE REAL STORY." After a continental breakfast (9:15 AM—10:15 AM), author Thomas Oliver will go behind the scenes at Coca-Cola to explore its decision to change Coke's formula. The session will end at 11:30 AM. Tickets are $20 per person.

All of the spouses programs require tickets. Use the Special Events order form to purchase your tickets. As stated earlier, tickets for all events may not be available on-site.

YEF Luncheon

On Saturday, September 19, from 12:30 PM—1:30 PM, a special luncheon for Young Executives Forum (YEF) members will be held. This is an excellent opportunity for up-and-coming managers to meet and share experiences. Tickets are $35 per person.

Return to Tara

Return with NPTA to the Old South. Return to the days of beautiful plantation homes and gardens and a less complicated way of life...*Return to Tara* on Convention Saturday from 6:30 PM—8:00 PM in the Atrium of the Apparel Mart.

Recapture the ambiance of the Old South with a majestic setting of an antebellum mansion and its formal garden fountains, representing the charm and graciousness of the past in all its former glory.

Everyone who pre-registers will be invited to attend this magnificent reception in the building that houses NPTA's Paper/Plastics & Allied Products Exposition. Only merchants who pre-register (members and non-members) will be sent free invitations. For those who register on-site or would like to purchase additional tickets, the cost is $15 each.

All suppliers who are exhibiting in the Show will receive three free invitations to the reception. All suppliers occupying hospitality suites in official NPTA hotels will also be sent three free invitations. Additional tickets may be purchased for $15.

Please use the Special Events ticket order form to request your tickets.

SPECIAL EVENTS TICKET ORDERS

OFFICE USE ONLY

Check # _____ Amt. _____

Order Rec'd. _____

Tickets Mailed _____

Deadline	Mail To	Payment
Order Form Must Be Received At NPTA By **August 15, 1987.** After That Date All Tickets Must Be Picked Up On-Site	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable After September 1, 1987. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence Award Presentation: President Gerald Ford, Keynote Speaker*

Monday, September 21, 1987
12:30 p.m. - 2:30 p.m.: ..... Hyatt Regency Atlanta

(Proceeds from the Luncheon will be donated to the PAPER Foundation. The full ticket price is totally deductible under the new tax law.)

_____ tickets at $75.00 each $ _____
_____ tables of 10 at $750 $ _____

Young Executives Forum
Reception, Luncheon, Special Meeting.
Saturday, September 19, 1987
12:30 p.m. - 2:30 p.m.

_____ tickets at $35.00 each $ _____

Paper People Paths To Success Reception.
Atlanta Apparel Mart Atrium
Saturday, September 19, 1987
6:30 p.m. - 8:00 p.m.

_____ tickets at $15.00 each $ _____

Spouses Program: *Atlanta: A Real Treat*

Friday, September 18, 1987
11:30 a.m. - 3:30 p.m.
Luncheon at the Carter Presidential Center.
Presentation by Mrs. Rosalynn Carter followed by a Tour of the Center.

_____ tickets at $45.00 each $ _____

Saturday, September 19, 1987
CHOOSE ONE:

- **Elegant Atlanta.** Introduction to the City of Atlanta. **This Tour Includes Lunch.**
  12:30 p.m. - 4:30 p.m.
  _____ tickets at $37.00 each $ _____
- **Presenting Atlanta.** Introduction to City of Atlanta. **This Tour Does *Not* Include Lunch.**
  1:00 p.m. - 4:30 p.m.
  _____ tickets at $25.00 each $ _____

Sunday, September 20, 1987
CHOOSE ONE: *(Both tours include lunch)*

- House Tour of Newnan, GA.
  10:30 a.m. - 3:30 p.m.
  _____ tickets at $40.00 each $ _____
- House Tour of Newnan, GA.
  12:30 p.m. - 5:00 p.m.
  _____ tickets at $40.00 each $ _____

Monday, September 21, 1987
9:15 a.m. - 11:30 a.m.
"The Real Coke, the Real Story" by Tom Oliver

_____ tickets at $20.00 each $ _____

REMEMBER! ORDER CHAIRMAN'S LUNCHEON TICKETS NOW.

CHECK MUST ACCOMPANY ORDER — TOTAL FEE REMITTED $ _____
All Funds Must Be In U.S. Dollars

PLEASE MAIL TICKETS TO: _____

NAME: _____

COMPANY: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____ PHONE #: _____

Names of Young Executives Forum Participants: _____

*This 12:30 p.m. departure time is for those who wish to attend NPTA's "Main Event, 10:30 a.m. - 12:00 Noon, featuring Nobel Peace Prize Winner Elie Wiesel.

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

NPTA Offers Customer Service Training Program

By failing to provide training to anyone but field salespeople, many sales managers miss a tremendous opportunity to help their companies increase sales. Field salespeople *do* need training in product knowledge, time and territory management and selling skills. The better trained and motivated they are, the greater likelihood they will be effective. However, another important sales group is frequently overlooked—a group which, according to recent research, has 17 times more daily contact with your customers than field salespeople.

Who are these overlooked people? They are customer service representatives and order clerks, and they are prime targets for sales training. Here's why:

When employees are trained to see complaints as sales opportunities, new avenues are opened to improve corporate profitability and increase sales.

Complaints are often opportunities to sell customers. However, if customer service representatives are not trained to be sales-oriented, or if you have not devoted time to train them in basic selling skills, you may be missing a real opportunity to improve your company's bottom line.

Training in such selling skills as developing rapport by using effective probing techniques and overcoming objections, can do much to enhance the confidence and effectiveness of employees who deal directly with both satisfied and dissatisfied customers. Customer service representatives are in constant search of simple techniques for increasing customer satisfaction. They experience a strong sense of accomplishment when they can turn around the most difficult of customers. Improved sales skills will help them attain this goal more frequently.

The motivational tips and techniques you provide salespeople are also useful to customer service representatives. Keeping them excited about their jobs reduces turnover, works against the potential problem of "burnout" and increases their willingness to "go the extra mile" in serving customers.

Building a strong sense of pride and professionalism can begin through the implementation of a positive results-oriented training program to help customer service employees meet their goals.

NPTA is pleased to offer your customer service people a training course especially tailored to their job responsibilities. In one-and-a-half days, the NPTA can take your sales service reps through its highly acclaimed Customer Satisfaction Telephone Skills (CSTS) program. Here's what they'll be able to accomplish:

- Set a direction at the beginning of a call.
- Use probing techniques to uncover customer problems.
- Use acknowledging skills to put customers at ease.
- Use informing skills to avoid misunderstandings.
- Handle angry customers to solve the problem faster.
- Avoid being put on the defensive.
- Conclude the call by making recommendations that are understood and accepted.

To learn more about CSTS, contact Bruce H. Linden at 516-829-3070.■

The "Accent" is on Appleton Papers

Appleton Papers Inc. of Appleton, WI, a member of the BATUS Group, has published a four-color brochure titled *Accent* which describes the company, its operations, products, research facilities, etc., as well as the communities in which it is located. The brochure has two covers, the first being printed on Cabaret™ cover stock while the second is printed on the company's Eve™ brand of translucent printing film. The BATUS Group, part of B.A.T. Industries p.l.c. of London, England, which owns Appleton Papers Inc., also owns retail stores such as Marshall Field's and Saks Fifth Avenue, and the Brown & Williamson Tobacco Corporation. ■

Linweave Fine Papers, Inc. has announced that effective immediately IPAC/Pacific Paper Sales (PPS) will be representing the mill to the paper merchant community on the West Coast. IPAC primarily represents foreign suppliers while PPS has been established to represent only domestic mills. Standing left to right are Larry Gavens, Linweave's national sales manager; Bill Anderson, PPS president; I. Harris Belsky, Linweave's executive vice president; and Mike de la Cuesta, PPS marketing manager.■

Service: The Key to a Long-Lasting Relationship

To be successful in today's selling environment, there are many chances for a salesperson to provide that one extra bit of service—the key to a long-lasting business relationship. Some of the opportunities for providing services are:

- Special assignments that help to build strong rapport with both prospective and active accounts.
- Assisting accounts in developing their full potential.
- Providing ideas and information accounts can use to streamline operations, reduce downtime, stimulate turnover, innovate and develop new markets.
- Analyzing techniques and procedures that improve performance and profitability.
- Assisting accounts to project the best possible image through advertising and promotions.
- Communicating trends affecting the markets or trade areas of accounts.
- Identifying problems and providing possible solutions.

Unlike outside selling, which is tangible, service is an intangible element. It is something done for someone else. The only way by which a reputation for satisfaction can be built is through the salesperson's ability to provide complete, continuing, effective service. This requires that the salesperson:

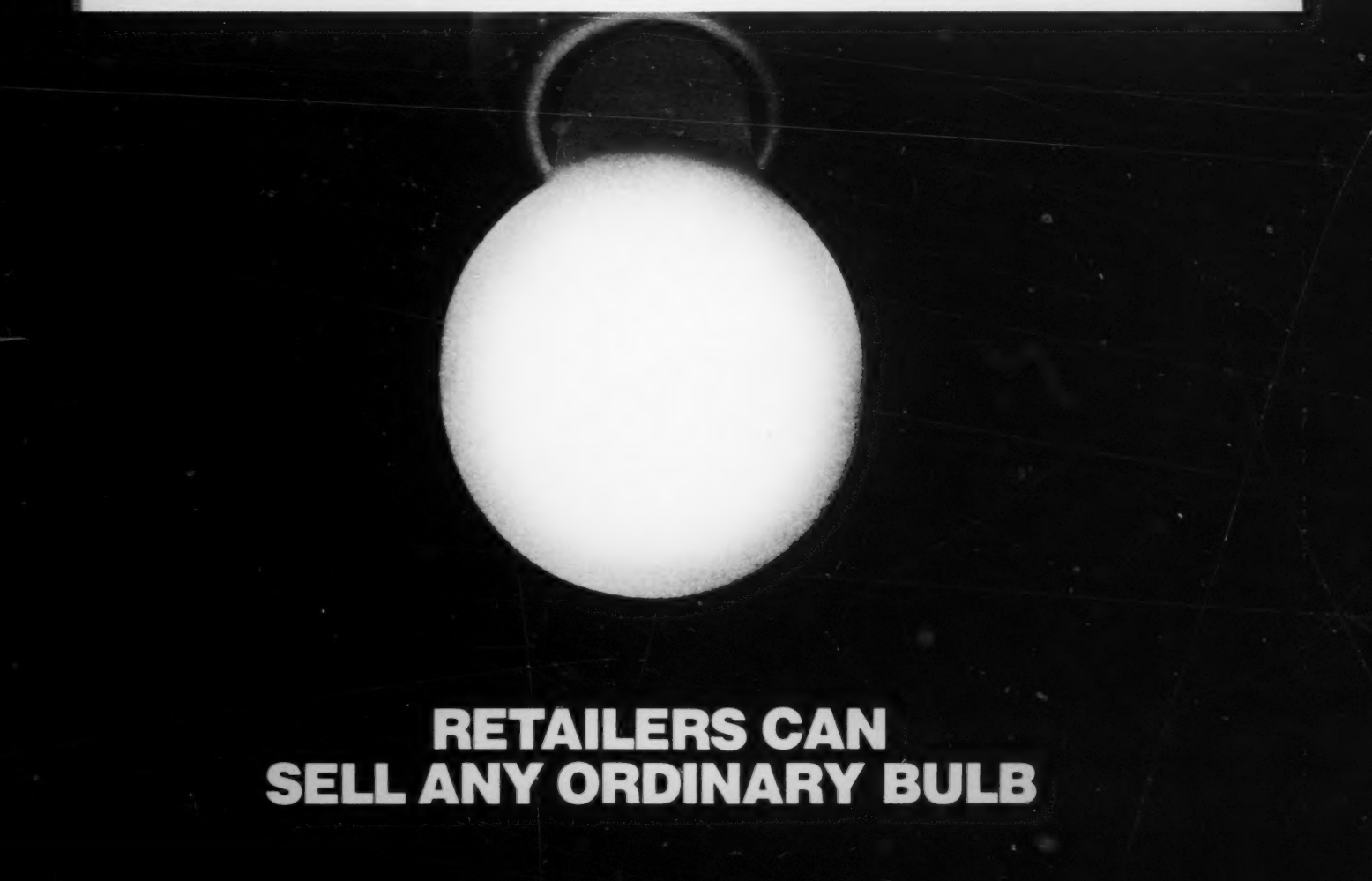
- thinks about each account on an individual basis, giving special attention and detail where required.
- gives undivided attention to the needs of each account, evidencing a sincere interest in its business, and trying to help it grow.
- takes pride in being an expert in the field of selling and being a consultant.■

"Mr. Smith's Problem"

The story is told of a doctor who called a plumber late at night to complain about a clogged drain. The plumber said, "Drop two aspirin down the drain and call me in the morning."

What is your reaction when you get a call for help from one of your customers? Do you give the same type of "take two aspirin . . ." advice and hope that the problem will solve itself? Or do you make a serious effort to find the solution? Some problems might be solved over the phone if they are brought to the attention of someone who is knowledgeable. If you don't have the knowledge yourself, do you know who in your company might have it?

Since nobody can know all the answers to everything, the next most important thing is knowing where to find the answers. He who possesses such knowledge will also possess a flock of happy customers.■



Survey Rates Sales Forces

A recent issue of *Sales and Marketing Management* magazine carried the results of their Third Annual Best Sales Force Survey. Results were determined by averaging the scores each of the 10 largest companies in 13 industries made in seven categories. The categories (in order of importance according to those taking part in the survey) were: reputation among customers, holding old accounts, opening new accounts, quality of training, ability to keep top sales people, innovation and product/technical knowledge.

The top 10 companies in the Forest Products Industry were, in ranked order, Kimberly-Clark, Scott Paper, Champion International, James River Corp. of Virginia, Weyerhaeuser, Mead, Boise Cascade, International Paper, Crown Zellerbach and Georgia Pacific. In the Wholesale Distribution Industry, Alco Standard placed fourth. ■

Butler Paper's Austin division recently announced the winners of its annual "Mill Representative of the Year" awards. Arlon Bindseil (l) is shown with Randeen S. Torvik of 3M's Industrial Specialties Division, who won for industrial products, and Bill H. Johnson, regional sales manager for Karolton Envelope, who was a second time winner for printing paper. The award in each category is given to the representative who has provided Butler's Austin division with the best service, training and support.■

Marvel long-life lamps are not your ordinary light bulbs. They cost less, and last twice as long. And since they're sold exclusively through distributors, you never have to worry about price cuts at the retail level. Marvel has a full line of long-life incandescents, fluorescents, special-colored fluorescents, quartz, mercury vapors, high and low pressure sodium lamps and now new Ener-Gee Save™ lamps.

Plus all the promotional materials you need to spark your customers' interest. Turn the lights out on retail competition. Sell the bulb they can't. Give us a call toll free (800) 845-6421. We'll be glad to show you the light.
Made in the U.S.A. by:
MARVEL LIGHTING CORPORATION
(An American Brands Company)
222 Bridge Plaza South
Fort Lee, New Jersey 07024

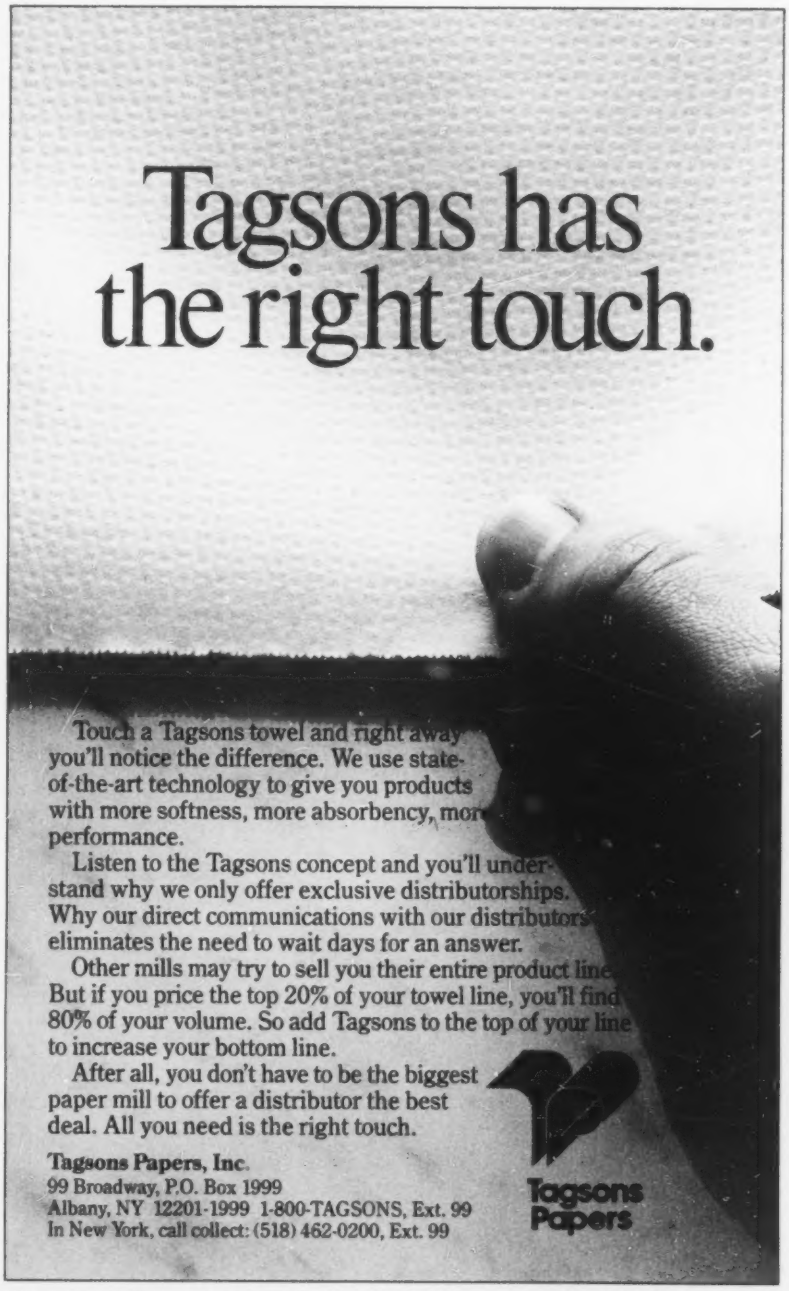
BUT ONLY DISTRIBUTORS CAN SELL A MARVEL™

Sales Briefs

DRL MARKETING COMPANY, INC. of Northport, NY, has been appointed the official representative for Carroll Company and Southern Chemical Products in metropolitan New York, Long Island, Eastern New York and Northern New Jersey.

GO-JO INDUSTRIES, INC. has announced a new waterless hand cleaner called GO-JO Plus®, which is available in a 3.3 oz. tube. According to the Akron, OH, company, the small tube contains enough cleaner for 80 hand washings, and their product will remove most difficult greases, oils and stains while soothing and conditioning your hands. Besides emulsifiers, the cleaner contains Vitamin E and Aloe Vera.

Another new hand cleaning product from the company is GO-JO SILK SCRUB® which is designed to remove adhesives, solvents, body filler, paint, RTV silicone and wood stain. The cleaner comes in 3 oz. tubes, 14 oz. dip can and larger cartridge refills. For more information, write Go-Jo Industries, Inc., P.O. Box 991, Akron, OH 44309 or call 800-321-9647 (outside of Ohio). Ohioans can call collect 216-920-8100.



BROWN-BRIDGE/KIMBERLY-CLARK has introduced a new permanent adhesive for its Strip-Tac Roll Pressure Sensitive product line. The new adhesive, designated B-145, is a rubber-based, pressure sensitive, general purpose adhesive that can be used on a wide variety of substrates. It is designed to resist label edge lift on curved or angled surfaces, even in environments with higher than normal humidity levels. Additional information can be obtained from a local Brown Bridge/Kimberly-Clark sales representative or call 800-543-9452 outside of Ohio or 800-537-0716 in Ohio.

HAMMERMILL PAPERS has announced the appointment of three companies as franchised merchants, carrying Hammermill's full line of fine printing and business papers. Kirk Paper Company, San Francisco, will cover the northern California area, effective June 15, 1987; Mead Merchants will represent Hammermill in the Cincinnati area, effective May 1, 1987; and Sloan Paper Company will sell Hammermill's papers in the Tampa, FL, area.

HAMMERMILL PAPERS newest booklet uses the theme of a designer's portfolio to promote the company's line of text-like printing papers. The booklet's cover is printed and embossed to imitate the texture and look of a real portfolio.■

The Oldest and Most Successful Paper Distribution Software Package

is New Again

Newly Released

STANDARD PAPER
SP/DP Plus

New Features:

- Increased Margins
- Better Customer Service Functions
- Inventory Management & Forecasting
- Telemarketing & New Customer Prospecting

New Hardware Portability:

Now runs on the new, powerful NCR TOWER in addition to the updated QANTEL computer line

Call Ed Mazer 413/736-1000
Standard Paper Software Marketing Corp.
180 Lyman Street
Springfield, Mass. 01103

Turn-Key Hardware/Software Solutions from One Source

1986 Industry Performance: Industrial Paper Merchants Lead

Early each year, the Association conducts its most comprehensive survey of the paper distribution industry—the Performance Analysis Report (PAR). Major findings are presented here, but a wealth of detailed information is contained in other sources, such as the Paper Merchant Performance book which was sent free to all members in July, and Industry Performance Surveys held at NPTA headquarters.

by John S. LaRosa
NPTA Director of Research

INDUSTRY SNAP SHOT

- **Percent Increase In Sales Over 1985 .. 5.6**
- **Warehouse Gross Trading Margin.... 22.5**
- **Indirect Gross Trading Margin 18.5**
- **Direct Gross Trading Margin 7.7**
- **Operating Expenses As % Gross Trading Margin 87.8**
- **Net Profit Before Tax As % Net Sales..... 2.2**
- **Inventory Turnover (times per year) 4.9**
- **Days Sales In Accounts Receivable 41.9**
- **Average Warehouse Order Size..... $311**
- **Net Sales Per Employee $366,180**
- **Sales Service & Selling Expenses As % Gross Trading Margin.... 37.3**

The Association's 52nd annual Performance Analysis Report (PAR) survey was a resounding success in many ways. Merchants participating in the program filed their data earlier, resulting in the highest number of questionnaires comprising the database of industry averages since 1982 (244 different locations). Furthermore, the sales volume represented by survey participants soared 23% to a record $9.4 billion. Volume for the past few years had levelled off at $7-7.5 billion.

The Average Paper Merchant

The "average" printing, industrial and dual paper merchant is analyzed in this article by examining key sales, profitability and asset management measures. Performance is tracked for calendar years 1985 and 1986. A company may differ from these national averages, but it is useful to compare individual company results with these industry averages to see how well that firm has performed.

Composite means have been used for all data. These figures are the most meaningful, since they represent the performance of each group as a whole, yet they are weighted for large and small firms.

Industry Performance Overall

The paper distribution industry as a whole grew by 5.6% during 1986, up slightly over last year's pace. What's more noteworthy, however, is that with paper price indexes rising only 0.5%, *real* (inflation adjusted) sales grew 5.1%—a very respectable rate. Operating expenses continued to climb, to 87.8% of gross trading margins in 1986. This contributed to sliding pre-tax profitability (2.2% of net sales) and return on total assets (8.67%). Asset management held fairly steady in 1986, with only slight changes in the rate of inventory turnover (4.9 times yearly) and receivables outstanding (41.9 days' worth).

Following is a breakdown of results in the major performance areas, namely: sales growth, profitability and asset management, analyzed by printing, industrial and dual merchant group, and by region when significant.

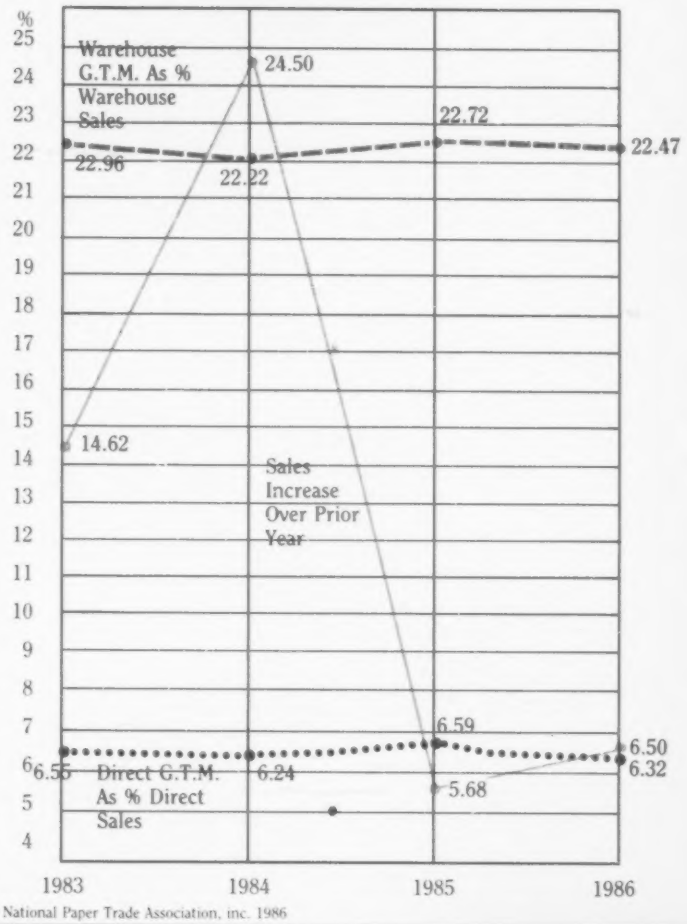
Table 1 THE AVERAGE PRINTING PAPER MERCHANT

COMPOSITE MEANS*	1985	1986
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	5.68	6.50
Warehouse Sales As % Total Sales (%)	45.8	45.2
Direct Sales As % Total Sales (%)	49.0	49.6
Avg. Warehouse Order Size ($)	$406	$352
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	2.58	2.18
Warehouse Gross Margin As % Warehouse Sales (%)	22.7	22.5
Indirect Gross Margin As % Indirect Sales (%)	17.3	17.6
Direct Gross Margin As % Direct Sales (%)	6.6	6.3
Operating Expenses As % Gross Trading Margin (%)	83.3	85.4
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	4.3	4.4
Days Sales In Accts. Receivable On Nov. 30 (Days)	44.4	43.9

*Composite means reflect the performance of each group as a whole.

Chart 1

Printing Paper Merchant Performance



Source: National Paper Trade Association, inc. 1986

Sales Performance

With sharply reduced inflation rates and strong competitive pressures, paper merchants posted very moderate sales gains again in 1986. Industrial houses led the way with a 7.2% increase, slightly lower than last year's pace. Printing paper sales grew by 6.5%, a little less than 1% better than 1985. Dual merchants' sales also improved, but were up a mere 3.6%. These gains seem small in comparison to the high-inflation years of the early 1980s, but must be examined in view of *real* or inflation-adjusted growth, which comes out quite well.

Companies in NPTA Region 8 (Midwest) fared better, with a 9.5% sales gain, while those located in Region 9 (Pacific Northwest) posted a mere 2% sales increase. Dual houses placed heavier emphasis on *warehouse* sales in 1986, the share of total volume rising from 52% to 60%. Printing paper merchants have the highest percentage of *direct* sales, and this share rose slightly to nearly 50%.

The size of the typical warehouse order trended downward for all three types of merchants during 1986, from $406 to $352 for printing paper houses, from $245 to $244 for industrial and from $341 to $305 for duals.

Table 2 THE AVERAGE INDUSTRIAL PAPER MERCHANT

COMPOSITE MEANS*	1985	1986
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	7.55	7.18
Warehouse Sales As % Total Sales (%)	71.0	73.1
Direct Sales As % Total Sales (%)	23.0	22.5
Avg. Warehouse Order Size ($)	$245	$244
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	2.06	2.08
Warehouse Gross Margin As % Warehouse Sales (%)	23.5	24.4
Indirect Gross Margin As % Indirect Sales (%)	22.8	23.3
Direct Gross Margin As % Direct Sales (%)	13.4	13.7
Operating Expenses As % Gross Trading Margin (%)	92.9	93.7
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	6.6	6.2
Days Sales In Accts. Receivable On Nov. 30 (Days)	38.6	38.4

*Composite means reflect the performance of each group as a whole.

Profitability Performance

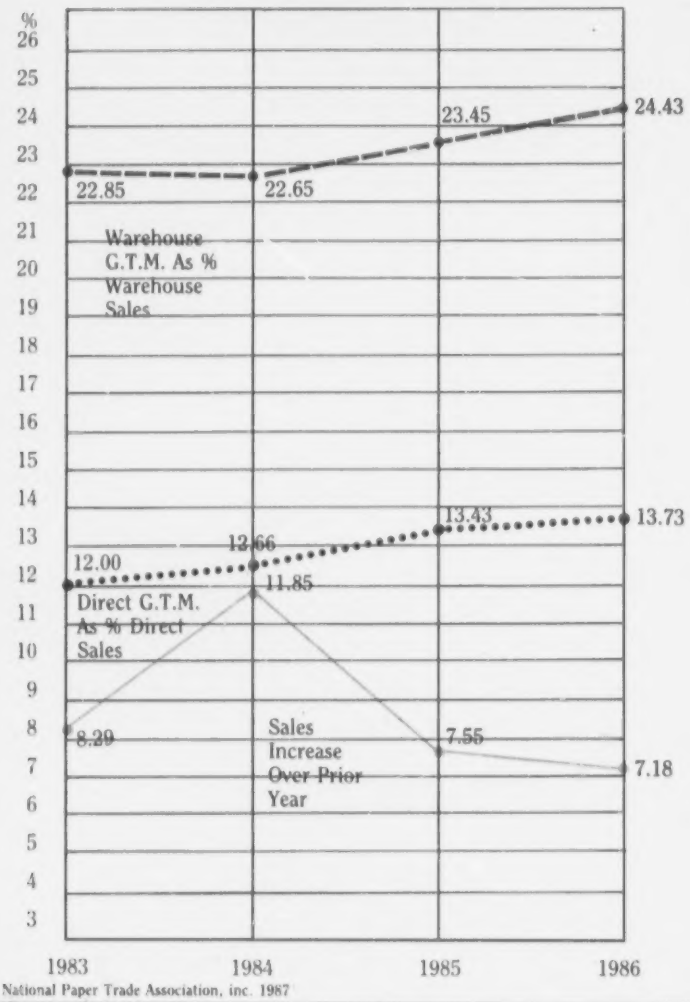
There are several important indicators that merchants use to measure how profitable their operations are, and their return on investment performance. Probably the most commonly tracked are Gross Trading Margins, Pre-Tax Profits Relative to Sales, and Return on Total Assets. The main factors affecting profitability include: the management of operating expenses, sales and competitive market pressures and individual company policies regarding owner-manager compensation.

Warehouse gross margins (as % of warehouse sales) rose strongly for industrial mer-

John S. LaRosa

Chart 2

Industrial Paper Merchant Performance



Source: National Paper Trade Association, inc. 1987

chants in 1986, to 24.4%, best of all merchants. Printing and dual margins fell, to 22.5% and 21.7%, respectively. The dual houses' erosion of warehouse gross margin was a full percentage point—a significant decline. *Direct* margins followed a similar pattern, falling slightly for printing and dual merchants, to 6.3% and 9.4%, respectively. *Indirect* gross margins rose slightly to 17.6% for printing, were up to 23.3% of indirect sales for industrial and fell off to 18.5% for duals. NPTA Region 5 (Midwest) and Region 7 (Southwest) companies posted the best warehouse gross margins, and Region 3 (Southeast) firms registered substantially higher direct margins (11.4% vs. 7.7% U.S. average).

Not surprisingly, "pre-tax profits as a percent of net sales" slid for the second consecutive year for printing and dual firms, dropping from 2.58% to 2.18% for printing and from 2.73% to 2.32% for dual. The exception was industrial houses, where net profits inched up to 2.08%, despite rising operating costs. Region 3 companies posted the best pre-tax profit figure—3.4% of net sales (vs. U.S. average of 2.2%).

Virtually all merchants had higher operating expenses during 1986. "Operating expenses as a percent of gross trading margin" rose from 83.3% to 85.4% for printing paper merchants, from 92.9% to 93.7% for industrial, and from 85.9% to 88% for duals. Region 3 firms had the *lowest* operating expenses (83.3% of gross margins), while Region 9 firms had the highest at 94.6%.

ROTA, return on total assets (net profit before tax as % of total assets), is not shown in this article's tables or charts, but is a key profitability indicator. It slipped from 10.39% to

Table 3 THE AVERAGE DUAL MERCHANT

COMPOSITE MEANS*	1985	1986
SALES PERFORMANCE		
Percent Sales Change Over Prior Year (%)	1.59	3.59
Warehouse Sales As % Total Sales (%)	52.5	60.3
Direct Sales As % Total Sales (%)	40.5	33.1
Avg. Warehouse Order Size ($)	$341	$305
PROFITABILITY & OPERATING EXPENSES		
Net Profit Before Tax As % Net Sales (%)	2.73	2.32
Warehouse Gross Margin As % Warehouse Sales (%)	22.9	21.7
Indirect Gross Margin As % Indirect Sales (%)	18.8	18.5
Direct Gross Margin As % Direct Sales (%)	9.5	9.4
Operating Expenses As % Gross Trading Margin (%)	85.9	88.0
ASSET MANAGEMENT		
Inventory Turnover (Whse. only, times per year)	5.2	5.3
Days Sales In Accts. Receivable On Nov. 30 (Days)	39.2	39.4

*Composite means reflect the performance of each group as a whole.

8.59% for printing paper houses, and from 11.06% to 9.04% for duals. Again, the exception was industrial firms, whose ROTA rose from 8.15% to 8.20%. Region 3 and 4 firms had the best ROTA measures, at 13.01% and 12.64%.

Similar to "return on net worth," a good rule of thumb for ROTA performance is that an *average* return should equal inflation plus 5%. With inflation last year at 1.1%, then the average ROTA should be 6.1%. A *high-performance* goal would be inflation plus 10-12%. With lower inflation, companies should have *expected* ROTA to trend downward over the last few years.

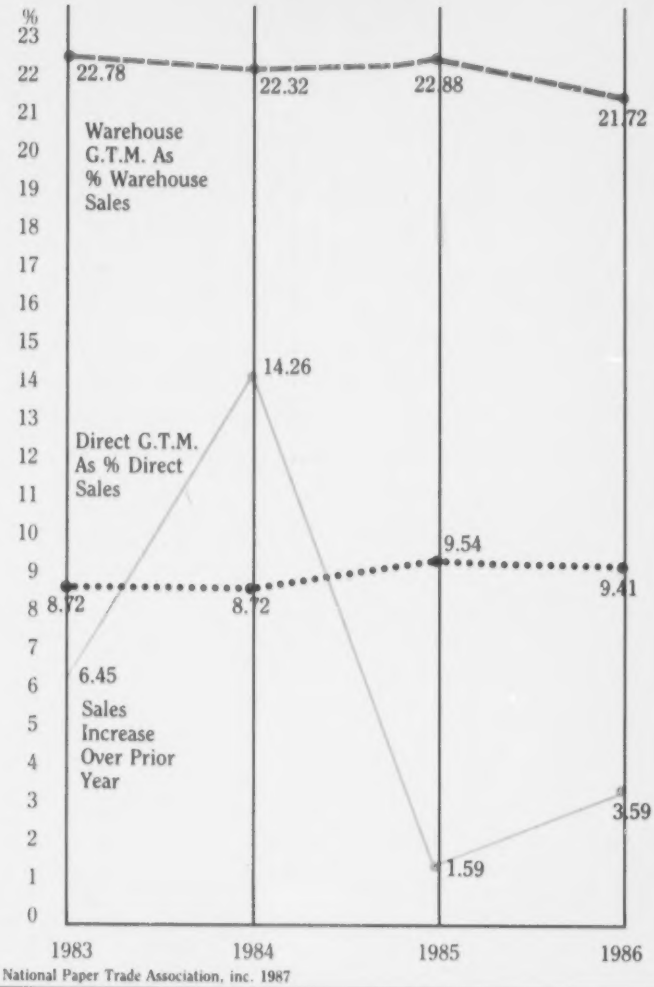
Asset Management

Inventory and accounts receivable can represent over 80% of the typical merchant's assets. Consequently, two widely watched asset management indicators are yearly inventory turnover and the days' sales in accounts receivable.

Merchants turned over their stock at pretty much the same pace in 1986 as in 1985, 4.4 times per year for printing paper houses, 6.2 times for industrial and 5.3 times for dual. Region 2 (Mid-Atlantic states) companies had the fastest turnover at 5.9 times annually. Receivables were collected a little faster in 1986 by printing and industrial firms, 43.9 days and 38.4 days, respectively. But they rose slightly to 39.4 days of sales for duals. Region 1 (Northeast) company receivables represented a very high 48.3 days worth of sales (vs. a U.S. average of 41.9 days).

Chart 3

Dual Paper Merchant Performance



Source: National Paper Trade Association, inc. 1987

Summary

In many ways, 1986 was a carbon copy of 1985 performance for paper distributors. Sales growth was moderate and profits were squeezed again, in the face of higher operating costs. There were no big improvements in asset management. Inflation heated up a little, but still remained very low, resulting in very good real growth. If one paper *merchant group* had to be picked as the "winner" of 1986, it would be the industrial merchants, who led in sales growth and profitability. If one *region* had to be singled out as the winner, it would be the Southeast states (NPTA Region 3). This region's firms, at least as far as respondents to the PAR survey are concerned, had better-than-average sales, the least amount of receivables due, best ROTA and pre-tax profitability, best direct gross trading margins and lowest operating costs.

NOTE: Information derived from the PAR survey is extensive, and could never be covered fully in one article. NPTA headquarters retains "Industry Performance Surveys" that contain detailed statistics by merchant type, region, company size, sales path, etc. This information is available to all members by contacting the Research Department.

Quarterly Business Conditions Reports (QBCR) can be used to track 10 key PAR measures throughout the year. The 2nd Quarter 1987 survey was recently completed.

*A free 60-page book summarizing PAR results in-depth, **Paper Merchant Performance**, was just sent to all member headquarters and branches. Refer to it for more details of industry financial performance. Extra copies are available.*

A New Angle on Selling Disposables to Hotels

Are you selling to hotels in an area which is saturated with available rooms? John B. Walters, general sales manager for Mead Merchants in Orlando, FL, shares some thoughts on the subject.

by John B. Walters

Few people would quarrel with the statement, "You don't make money buying, you make money selling." It doesn't make any difference what type of business you are talking about—if it's a hotel business, clothing business or restaurant, this statement still applies. Mead Merchants, for instance, has approximately 130 salespeople with eight to 10 people purchasing. A similar ratio would apply to almost any other business that you would care to look at.

As people who are in the business of selling, while we can understand the thinking behind the statement, we have to make sure that our customers don't let themselves get carried away by the idea to the point at which they start to become self defeating. We should emphasize to our customers that *what* they buy is going to have an influence on *how well* they can sell.

Let's take a look at one example—a hotel that has 400 rooms. Assume that they sell each room for $40 per night, and that a guest will spend an additional $10 at the hotel for food or other items. That's $50 revenue per night per room. At 80% occupancy, that's $5,840,000 a year total revenue. Let us also assume that the hotel spends $20,000 a month in disposables—that comes to $240,000 a year, or 4% of total revenue. These aren't exact numbers, of course, but they make the point—buying disposables accounts for a very small part of the hotel's expenses.

We need to get this point across to our customers to help us as well as to help them. We all need to realize that our customers depend a great deal on us for guidance and advice. We are the experts when it comes to hotel disposables and amenities, and in more cases than you might realize, we know more about this facet of the business than they do.

We've all seen companies start cutting back on purchases, buying cheaper items of lower quality. This is especially true when business starts to get slow. The next thing that usually happens is they are out of business.

Case Examples

A couple of examples to make my point would be in order. There is a popular hotel in Daytona Beach which always has one of the best occupancy rates on the beach. I believe it runs in the 85% range. Our salesman can attest to the fact that they don't fight him on price with each and every purchase, but they do insist on quality products, good service and a fair price. The general manager and the owners at this hotel spend time selling their property by getting to know their guests, sending out postcards, thanking their guests for their visit, reminding them of things happening at the hotel and asking them to return the following year.

Another example is that of a large hotel in Lake Buena Vista. The manager made the statement one day that less than 2% of revenue is spent on disposable supplies and he spends a similar amount of time in that area of his business. What I believe he was trying to say is—if only 2% of the money is spent buying items, then he's going to spend 2% of his time in that area and 98% of his time selling his property. I believe this type of management philosophy filters down from the general manager through the rest of the people on his staff.

Applying the Theory

Now that we have looked at the theory, let's look at why it is so necessary to get hotel customers thinking along these lines. In the past 10 to 15 years, a lot of us have enjoyed tremendous growth because of the new hotels being built on every corner. I believe, with little exception, this trend is over in the Central Florida area. We will have approximately 60,000 hotel rooms in the Greater Orlando area as of January 1987. Let me try to put that in perspective. Thirty million tourists visit Florida and 9-10 million of these visit Central Florida. Let's assume they all stay in hotels with two people per family. If that's the case, we will need 14,000 hotel rooms per night to accommodate these people. If we shoot for an 80% occupancy rate, we have 34,000 vacant rooms

every night. It would take 78,000 more visitors per night to reach an 80% occupancy rate of the existing Central Florida hotel rooms!

From everything I read, Orlando is six to 10 years overbuilt. Let me share with you what I call the "Lake Buena Vista" theory and maybe this will help us understand how it is going to affect us and our customers in the future. If you draw a circle around Lake Buena Vista, the theory is that the hotels that fall within that circle or within the Disney influence, will be affected very little by our overbuilt situation. However, as more hotels are built closer to Lake Buena Vista, that circle is obviously shrinking. A lot of hotels that used to be under that Disney influence are now outside of the circle and will have to start doing other things to attract people away from Buena Vista and to their properties.

Lowering room rates to compensate for slow periods may not be the answer. This tactic may translate to our guests as "we are just another hotel."

I believe we are entering into a very mature time in our business. We and our customers need to be aware of this and recognize what to do about this situation. When we were growing at 20% and 25%, hotels could be profitable with people coming in for the first time. They did not have to be concerned about guests returning in the future.

In the kind of market we are now facing, hotels need to be concerned about their current guests because these are the people they need to attract for the future. The only way to do this is to give them a pleasant experience with the value that they are expecting. If the sales department is selling eight ounce New York strip steak out the front door and the purchasing agent or food or beverage manager is bringing six ounce round steak in the back door, that is not a good experience or a good value. If the sales department is selling first class rooms with all the amenities and quality disposables, and the purchasing agent is buying second class products, the quality image is lost.

What I am saying is, when we had mostly first time visitors to Central Florida, it didn't make a lot of difference what type of value or perception they had. Now, because of our maturing market, a top priority must be to give the customer the perception of value and a good experience so that they will return to Central Florida in the future.

We all know hotels that have been giving customers good value and a good experience and they are, without a doubt, the most profitable properties in our area. We all know hotels that do not follow this philosophy. These hotels need to learn that lesson and begin practicing it or they will be the next ones to file Chapter 11. They need to see you as the expert they can trust in the area of hotel amenities and disposables. We need to know the owners, the general managers and hotel salespeople as well as food and beverage and purchasing agents, housekeepers and maintenance people.

We have the greatest potential growth with our present customers. We want them to call us first for their every need. Even if we, as a company, can't help with a particular problem, we still want to be the one able to recommend where they can find the item or service needed. That's the type of service that will set us apart from our competition.

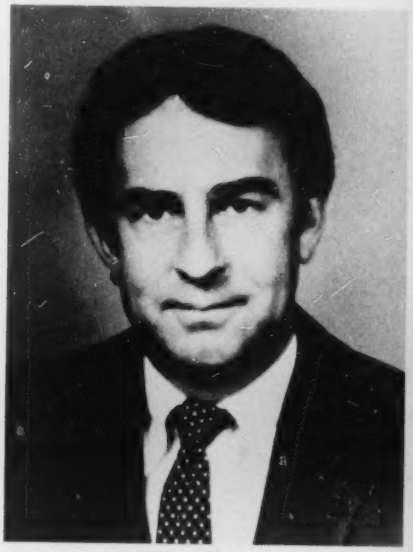
I know this sounds idealistic and euphoric, but I sincerely believe each one of us can make a difference.

I believe we are entering into a very mature time in our business. We and our customers need to be aware of this and recognize what to do about this situation.

Author Walters at home in Florida.

How Training Can Work For Paper Distributors

Michael Ibison explains the four elements of training and some of the methods currently available to any company seeking to improve employee productivity.



Michael Ibison

From an academic perspective, *training* is defined as the process of "increasing the individual's knowledge in a *particular* area." This differs from the definition of *education*, which is "the process of increasing one's *general* knowledge of the total environment." At an industrial level, training has the objective of "enhancing or modifying performance through the introduction *and application* of new skills or knowledge." The performance of an employee is the result of four elements working in concert. The four elements are:

- Inherent Ability: The basic *personality* and *aptitude* to perform a job.
- Knowledge: The technical (product and procedure) *understanding* of a job.
- Skills: The appropriate *methodology* for a job.
- Experience: Actual time spent performing a job.

The elements form a continuum and cannot be treated as separate from one another nor *substituted* for one another. Distributors tend to lean heavily on experience based on the belief that experience, by definition, suggests that inherent ability, knowledge and skills are present in an individual. We know from many experiences, some painful, that this is not necessarily true. It is also not unusual to see product and procedure training represent the majority of training efforts by a distributor. There is no question that this is an important part of employee development, but it is *not* a substitute for skills training. Optimizing employee performance involves *all* four elements working in unison. Effective initial selection designed to determine *inherent* traits compatible with the job is basic to ultimate performance. *Quality* experience enhances performance through the gaining of confidence and exposure to variable situations. Quality experience involves management support and commitment, formal and informal reward systems, the working environment and so on.

Of the four elements, two are most often not dealt with effectively. Initial selection of personnel is done somewhat informally and, again, experience is heavily used as a hiring criterion. Skills training is generally done sporadically and in single doses rather than executed as a consistent part of employee development. Analysis of why this happens shows two primary reasons:

- Training, especially skills training, is viewed as an expense rather than an investment in employee performance.
- Measurable results of the training sometimes are not visible.

If the assumption can be made that proper skills training enhances performance and that enhanced performance has a positive financial impact, then skills training is clearly an investment in the company.

When training does not create the desired results, one or more of three things has occurred:

- The training concepts are inconsistent with the operating philosophy of the company.
- Management is not prepared to support and reinforce the concepts in practice.
- The training is not well-delivered.

In terms of the operating philosophy impact on training effectiveness, the trainee has to perceive that application of the approaches and concepts will not only result in greater reward to him/her, but that the approaches and concepts are acceptable and supported by management. Managers must be prepared to reinforce, through supervision, the execution of the training principles, and assure that excellence in execution results in increased reward to the employee. Delivery of the training is critical. Whatever the subject matter, there are certain presentation principles which must be present. The trainer should be an effective communicator, material must be presented in an orderly manner, visual reinforcement of the material must be used and the trainees must see a direct application to their job role.

For most distributors, the training that is done tends to be heavily oriented to the sales function. Sales development training is certainly an area warranting

considerable attention. However, there are other job functions in the distributorship which can benefit from skills training. Virtually any function that interfaces with customers is a strong candidate for training. Supervisory and management skills is a much overlooked development area. Executive level planning and strategy skills, interpersonal skills for all employees, telephone skills and time management concepts are all valid areas for development across the spectrum of employees.

Today, there are a number of new, innovative training delivery methods available at very reasonable costs to distributors. Trade associations are working to make these available and they are available from other sources as well. One of the delivery methods offering great promise is the use of videotape programs. We know that the added dimension of visual presentation aids in the learning process and that repeated exposure to concepts tends to enhance learning and, most importantly, application. Video offers a cost-effective way to do both. It is now possible to acquire complete libraries of video programs ranging through introductions to the industry, product training, skills training, management development and motivational programs. It is also possible to have custom-made programs developed for specific company requirements at very reasonable costs. The initial investment for video training equipment is low, and many companies already have it. The NPTA has developed a number of video-based programs for its membership presented by some of the leading trainers, consultants and motivators in the field.

Effective delivery of training is becoming increasingly cost-effective, thus making it an even more viable investment for a firm of any size. Many small firms view a formal training program as a "luxury" that only larger companies can afford. The truth is that company size does not affect the *importance* of employee development, and it may be an even *more* critical activity for the developing company.

A fundamental question is, "Does it work?" The answer is an emphatic "Yes." Done in the context discussed here, skills and developmental training can have a measurable and positive effect on company performance. The major coporations have had a firm commitment to training and development in place for many years. We can be reasonably certain that their commitment to training is not entirely benevolent. They have seen that employee development is essential to individual employee growth and therefore to the total growth and development of their companies. The typical distributor is certainly not going to spend the *level of money* spent by these larger corporations, but that does not mean the the *level of commitment* must be any less.

The distributor manager should ask himself these questions:

- Am I completely satisfied that my employees' performance is all that it can be?
- What opportunities are available to me to improve performance?
- Am I prepared to invest in my people?
- Have I defined the objectives to be achieved in a training program?
- Am I prepared to manage and reinforce skills training concepts?

The answers to these questions will not only help determine need and set a direction for employee development, but determine the probability of success of a training program.

Training is the process of increasing the skills and knowledge of a person to do a specific job. As such, it plays an important role in directing the efforts of the employees toward the defined objectives of the organization. Without training, it is unlikely that an individual's performance will go beyond that made possible through his/her inherent skills and intuitive understanding of a job. When employees reach that "performance plateau," their motivation, view of themselves, the future and their sense of their profession suffer. Training, in and of itself, does not totally prevent this from occurring, but a well-designed, on-going training and development program, working with the other performance factors, can substantially reduce these effects. To the employees, it represents a commitment to them by the company. The combined effect can have a dramatic impact on motivation and performance.

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The Multi-Branch Paper Distributor of Tomorrow

*In February, NPTA presented a two-day conference for merchant executives looking for innovative ways to increase the distribution productivity of their firms. **Maximizing the Potential of Multi-Branch Networks** provided 30 top company executives with action-oriented solutions to current problems in this industry. Participants were given advanced techniques for branching, marketing, physical distribution, information processing and organizational management.*

by Denis F. Healy

A multi-location network is—or should be—more than the sum of its parts. This conference has been dedicated to the premise that it is possible to maximize the market impact and operating performance of a collection of semi-autonomous business entities. To take advantage of the network, a new perspective and concerted management effort is needed.

The Current Situation

By and large, multi-location businesses today are still fragmented and insular in terms of how they are managed. There are lots of pieces, lots of locations, but they aren't terribly well integrated. Or they are integrated in parts, but there are other parts that are not integrated at all.

Inertial Effects

There is inertia in many of these organizations which inhibits adjustment to changing market trends and operating conditions. As a result, there is underutilized and underleveraged capability in many multi-location businesses. Many multi-location businesses have been managed more as cost centers than as profit centers. We need to take a look at whether that concept of the business as a cost absorber is really an appropriate one.

Distribution is a labor intensive business. Assume that logistical costs are 65% of total. If you looked at what those costs represented, you'd find that a substantial portion—perhaps 70-80%— is people costs. Layer onto that the costs of sales and service people, etc., and you have a very labor-intensive business.

At this stage of the game, most businesses that are multi-location are asset burdened. They are inventory concentrators. Yet, when thinking about the future, we must ask, "Is this really how we want to run this network?"

We live in an era of competitive incest—we watch each other as competitors, we overreact and mimic. If that is the dominant mode of operation, as opposed to being proactive around customers and market segments, then we never leverage the business beyond what our competitor allows us to do. That is tragic.

Yes—there are some things to be learned from each other. This does not necessarily mean that you should clone the organization, but rather you should come up with tailored, similar systems and procedures for addressing customers and suppliers.

Management Practice

Many multi-location businesses have grown by default rather than by plan. Somehow, you end up with more branches than you really need or expect. In some cases growth has not been managed in a strategic way. As a result, many multi-location businesses are atomistic—an array of locations without linkages between the atoms or molecules. With an atomistic business, there is no opportunity to build operating leverage and synergies.

There are few operating guidelines or models for running a multi-location business. As a result, there are a lot of free-form organizations in your industry. What I seek is an evolution from free-form to systems-driven multi-location networks which need not become inflexible and irresponsible. In fact, the quest is to increase the robustness and overall productivity of each location in the network. Think about cloning parts of the organization. Rather than let it be free-form, identify what can be tailored, and what you can exploit and clone.

Sales Force Dominance

Many merchants have allowed their businesses to become driven by the sales force, rather than by customer need and marketing strategy. This mode of operation cannot be afforded any longer. The most expensive part of your organization is your sales force. First, you pay them a lot. Most important, they represent you at the critical interface in the marketplace—between you and the customer, and between you and the prospect. An ineffective

or uncaring salesperson can do immeasurable damage to customer relations. The sales force should not be allowed to dictate how the business should be run.

Organizational Paralysis

Many paper merchants have allowed rigid organizational structures to develop. This stifles the responsiveness of the organization, rather than allowing it to flex and grow. Most multi-location businesses that I study are habitated by "independent generalists" as opposed to "interdependent specialists."

In the future, however, such mediocre norms and organizational constraints will not be tolerated by customers. To achieve profitable growth, you must conduct a Marketing Productivity Audit of each branch and the entire network.* Central to this analysis is an assessment of the talents that are needed to function effectively.

Focus on Tomorrow

These observations may not fit your picture of the world. And perhaps I am over dramatizing the negatives. That is for you to decide. What is important is that you make an objective assessment of your situation, and then focus your energies on preparing the business for tomorrow.

Now let's speculate about what the multi-location network of tomorrow will look like. It would appear that the following events either will come about naturally, or will have to happen, if multi-location businesses are going to be a factor in the marketplace.

Set the Business Direction

First, you must rationalize the business. Look at your collection of locations—these collections of resources, people and markets—and make careful and difficult choices about which ones are going to grow, which ones are going to shrink or go, and which ones will be remarketed. In effect, you need to evaluate and possibly reconfigure the composition and direction of your portfolio of locations.

There are many choices which relate to your company, its mission, its strategy, where it's going, why it's going there and how it's going to get there. That is a major task. It is the key task confronting senior management of every paper merchant business. You must look at what you've got and what it's going to be like two years, three years, five years from today.

Develop Synergies

Secondly, you need to look at ways to make the business more synergistic, to leverage it, to take advantage of the multiplier effect of having many locations. Where are these multipliers? Are you using them? Promotional effectiveness, inventory management, buying better, selling better—are you doing it? If not, then find ways to leverage your organization, to take advantage of the talent.

Building a Customer Service System

You need to think of your business as a dedicated system rather than as a bunch of free-form organizations. You must help your people buy into and commit to operating in a way that says that they understand what the business stands for.

You should become far more systems-intensive. You need to clarify how you address the market and you must establish a systematic approach regarding how business is brought into and through the organization. Pay attention to how you process orders, communicate with your customers and suppliers, how you get it to the customer and how you close the loop so that you are sure to serve the customer well.

The central questions to be addressed are: Is your system tailored to the markets and the realities of your organization? Have you designed it to work to your benefit and to the benefit of your customers?

Become Information Intensive

In the future, your customer-serving system will have to be information-bountiful. That is where the investments need to be made. You will need to trade off physical assets like inventory for information. This is, I think, a major transition that will take place in the next two to three years. Effective use of information will allow you to reduce asset investment, while maintaining *or even increasing* service levels to customers.

Adopt a Holistic Perspective

The reconceptualization of the paper merchant business from the narrow view of a warehouse, trucking company and bank, to the vision of the business as a service center has been enlightening for executives. Many now realize that they must look at their business as an organic whole, rather than as a bunch of isolated pieces.

When you start looking at your business as an organic whole, you begin to see ways of leveraging it, expanding it, strategizing around it. Planning for growth no longer is an aca-

*Refer to Denis F. Healy, *Increasing Profits Through Better Marketing: The Marketing Productivity Audit: NAW-DREF, Washington, D.C., 1982*

It is a fatal error to assume that customer service is just going to happen.

demic exercise, but rather it becomes one of management's most important activities. In addition, the planning commitment leads you to examine strategies, competitive position and business approach. In a sense, what is called for is a redesign of the architecture of the business.

Leverage Your Reputation and Name

Consider the Marriott Hotel chain. The real equity is in their name—not in their facilities. Anyone can have a hotel. This needs to be understood. You need to know customer perceptions, and you need to promote your position. The strategic perspective has its roots in providing customer satisfaction. Your business and mine should be driven, not by the sales force, but by customer satisfaction. You need to take your cues from the marketplace. Customers are the people that pay you; your company is just the bank. Learn as much about your customers as you can, and then orchestrate your whole business around providing satisfactions that they are willing to pay for.

Transitional Imperatives

In this new era of paper distribution, it will be necessary for all of us to make the transition from the perspectives and practices of the past to new approaches for viewing and conducting business. Several key transitional imperatives are considered next. I encourage you to look at your business and engage in a strategic reassessment of who you are, what you stand for, what your customers, suppliers and employees think you stand for and what you should stand for as a business. If there are major gaps or disagreements in the answers, then you should take another look into repositioning, restructuring and refocusing your business.

Market Analysis

There is a need to engage in target marketing, and to acknowledge that the marketplace dictates what kind of business you should be in. You must make careful choices. Through sound and creative analysis you can decide where to target your energies and whom you want to avoid. This will require a far more precise definition of market segments—by size and buying behavior, by expectations and industry orientation.

Information Management

You need to look at your business as an information management system, and to recognize that the vital fluid, the blood of your organization is information. And if information doesn't go to all parts of the organization and nourish them, then the obvious consequence is that they start to atrophy. Either your branches lose share, or they will incur dramatic cost increases because they are not targeted properly.

Find ways to trade off your investment in receivables, inventory and facilities against information. I call this the information-assets inversion. Use the information to divest yourself of assets that you don't really need.

Human Resource Development

An investment in your people is an investment in your future. As you orchestrate the transition into the future, you will need to invest heavily in human resource development—not only skills training, but also in fostering an understanding of what the business is about—its mission, culture and who the customer is. It is unfortunate that the people in your business who need to know the most about the customer are often the ones who know the least. Telephone operators, service personnel, truck drivers, order pickers—many of these important people have no concept of who the customer really is. Yet they have the greatest day-to-day impact on customer relationships—far more than us. What are we doing to help them understand what it's all about?

Service Engineering

It is a fatal error to assume that customer service is just going to happen. To ensure high service levels requires a dedicated, analytical approach—service engineering.

Service engineering entails looking at customer expectations and matching them to service delivery. It involves designing, directing and monitoring all aspects of the interface between the customer and the company. The underlying objective of all this is to render consistently high levels of customer service—at a profit. That is what McDonald's has done very successfully.

Portfolio Management

A multi-location network can be viewed as a portfolio. As with a stock portfolio, it needs constant attention and adjustment. In this light, it is important that you look at your organization in terms of selective opportunities to prune it as well as to let it grow. In an age where many believe that bigger is better, I urge you to look at the benefits of being leaner. A

good exercise is to examine where you can adjust the size of your base of customers, suppliers, employees and assets.

Technology Assimilation

A major issue upon which we've touched throughout this article is your ability to assimilate technology of all kinds. The most visible is product technology, which your suppliers give you. Of equal importance is the technology of managing the business more effectively. This is not as visible as product technology, but it is just as important and it is changing rapidly. Those who fail to adopt the new technologies of information, management, marketing and human resource development are destined to achieve reduced market effectiveness and reduced operating productivity. Since the impact of these technologies is greatest on multi-location networks, it is essential that you attain a leading edge.

Logistical Rationalization

Finally, is the need to evaluate your business from a logistical perspective, to look at the business as a set of pipelines through which information, products and cash flow from one end of the system to the others. This involves looking at all aspects of these flows in terms of who's doing what, where and what it's costing you. I can guarantee that you will find opportunities to shift functions, to eliminate them, or to redesign them to achieve economies.

Strategic Perspectives on Managing the Network

Looking to the future, there are a number of strategic actions that executives of multi-location networks must take. These are framed as a series of commandments—strategic "dos" and "don'ts".

THOU SHALT

- have a strategic perspective on your mission, your markets and your resources.
- conceptualize your market coverage approach, your network and know your competitive position.
- know your customers, suppliers and competition at least as well as they know themselves.
- commit to clear, reliable, value-adding customer services.
- reduce layers and hierarchical impediments to decision making and information sharing.
- know yourself and your people, your strengths, weaknesses and leadership style.
- manage for profitable growth via networking and service engineering.
- stimulate achievement through clear expression of your corporate culture, human resource development and performance-reward balances.
- state expectations and compensate people both monetarily and psychically in keeping with those expectations.
- determine customer perceptions of your organization and of your competitors.
- view competition in the context of serving the customer best rather than as outwitting competitors. Competition is truly competition for the customer.
- use information as a tool, not as a weapon.
- build a knowledge organization.
- identify network and operational models beyond paper distribution.
- think big, but act small.

Commandments cut both ways. Those listed above encourage actions; others discourage certain behaviors. Here are some actions to be avoided:

THOU SHALT NOT

- be seduced by elusive promises of scale economies and market potentials.
- neglect the core of your organization as you expand the circumference.
- add locations without testing strategic fit and market rationality.
- assume that customer service is the universal orientation of your employees, your suppliers, or, for that matter, your customers.
- ignore the remedial opportunities and logistical realities available to you.
- overlook opportunities to eliminate redundant overhead, to reconfigure your branch portfolio and to reposition and streamline your organization.
- conclude that the only competition you face is from companies that look and behave like you.
- let myth and opinion crowd out the facts.
- allow your data processing capabilities to paralyze your decision making process.
- depend on the past to shape your future.

Meeting the Challenge

Management of multi-location networks is a most challenging task, particularly in light of accelerating pace of change. The strategic perspective put forth here can be invaluable in reconfiguring your network to meet the demands of tomorrow's marketplace.

Chief executive officers around the country have asked for a follow-up to the February "Maximizing the Potential of Multi-Branch Networks" Conference. There are numerous issues that can be explored further.

The Association is pleased to present its second annual conference in February 1988. Watch for more details in MN *or contact Bruce H. Linden at Association headquarters, 516-829-3070.*

IRS Inventory Capitalization Regs

The new IRS inventory capitalization rules are a crucial issue and will affect paper distributors substantially. This article is intended to give merchants a summary of the regulations and a status report of NAW's response to the IRS on behalf of its wholesaler-distributor members.

As a requirement of the Tax Reform Act of 1986, wholesaler distributors with gross annual receipts over $10 million must comply with the interim inventory capitalization regulations issued in March by the Internal Revenue Service. (Treas. Reg. Section 1.263A-1T.)

The requirement that wholesaler distributors and retailers capitalize to inventory certain previously immediately deductible costs has been a "fly in the ointment" of a law which is otherwise favorable to the wholesale distribution industry. The provision was *not* contained in the original House bill, and its appearance in the Senate bill marked a radical and unnecessary departure from tax and accounting principles.

Under prior law, capitalization requirements were applied in circumstances in which the incurring of business expenses and, therefore, deductions, was out of step with receipt of income, which distorted tax liability. Since wholesaler-distributors have a close matching of expense and income, such a provision seemed to be unnecessary.

Concessions Obtained

Through grassroots efforts of NAW members, coupled with NAW's Washington staff efforts, complete exemption from the rules was obtained for companies under $10 million in gross receipts. Moreover, the potential burden posed by these rules was substantially eased for wholesaler-distributors in the House-Senate Conference negotiations. House Ways and Means Committee Chairman Dan Rostenkowski (D-IL) succeeded in obtaining simplified methods of applying these rules to wholesaler-distributors and retailers with annual gross receipts over $10 million (rather than the $5 million originally contained in the Senate bill).

Content of Regulations

The content of the interim regulations tracks closely the provisions contained in the Conference Report. (These Conference provisions provided guidance until the IRS issued regulations.) The Report sets forth four categories of indirect costs to be allocable to inventory using the simplified method:

1. Offsite storage (generally applicable to retailers, not wholesaler-distributors) and warehousing costs;
2. purchasing costs such as purchasing agents salaries;
3. handling, processing, assembly, repackaging and similar costs, including labor costs attributable to unloading goods (but not including labor costs attributable to loading of goods for final shipment to customers); and
4. the portion of the general and administrative costs allocable to these functions.

The NAW Response

The NAW analyzed the regulations with the help of a Technical Advisory Group made up of executives of member wholesale distribution companies. Subsequent to that analysis, a 22-page report/comments was sent to the IRS on May 29, 1987 by Nicholas E. Calio, senior vice president-government relations. The main points and suggested modifications in the NAW report include the following:

NAW opposed applying the uniform capitalization rules to wholesaler-distributors because the rationale for requiring costs to be capitalized is to provide a close match between expense and income. Yet, the very closeness in time between the acquisition of the product and its sale in the distribution business naturally results in a reasonable and proper matching of expense and income.

Applying the rules to wholesaler-distributors requires them to set up a whole new accounting system for tax purposes which does not conform to Generally Accepted Accounting Principles (GAAP). Perhaps most importantly, it engenders significant, on-going administrative costs for wholesaler-distributors while generating little long term revenue for the government. In essence, it is a one-shot effort to raise revenue by requiring retroactive capitalization of some portion of a current year's indirect costs against the closing inventory in the year in which the new rules take effect.

The definition of "produce" should be narrowed and a definition of "sale" should be provided.

Change made by the temporary regulations to the allocation ratio for storage and handling costs originally set forth in the Conference Report results in an over-allocation of such costs to inventory.

IRS is to be commended for providing realistic "repackaging" and "distribution" cost exceptions to the requirement that certain "handling costs" be capitalized, but the entire section appears to be written solely from a "retail" point of view, and, as such, fails to fully reflect the nature and realities of the wholesale function consistent with the purpose of capitalizing costs to inventory.

A catalog or mail order center should not be defined as an "off-site" storage facility. The simplified resale method should be truly simplified, to the benefit of both taxpayers and the IRS, by permitting Section 263A costs to be treated as an additional inventory to be maintained for tax purposes only.

Taxpayers should have the opportunity to develop accounting procedures under the new rules before being "locked in."

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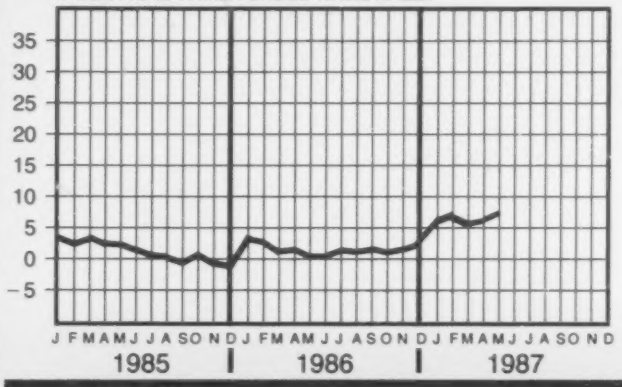
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

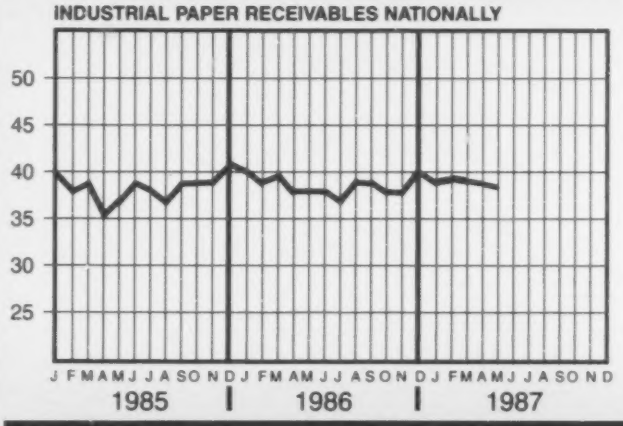


PRINTING PAPER SALES NATIONALLY

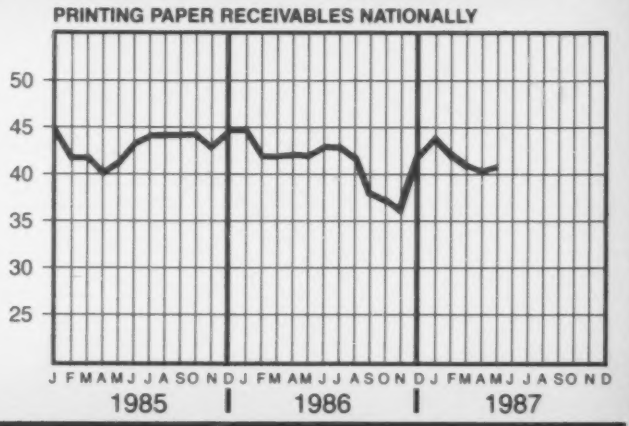
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



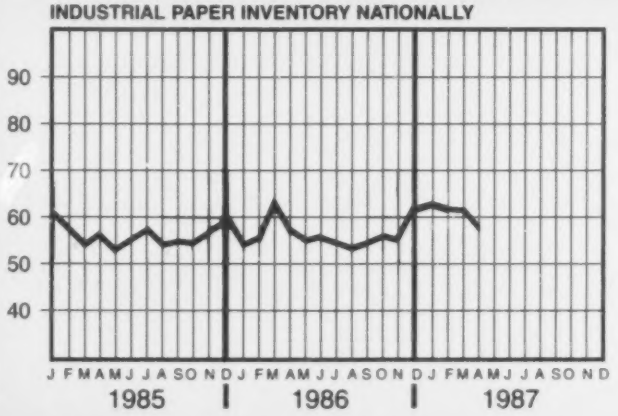
PRINTING PAPER RECEIVABLES NATIONALLY



INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



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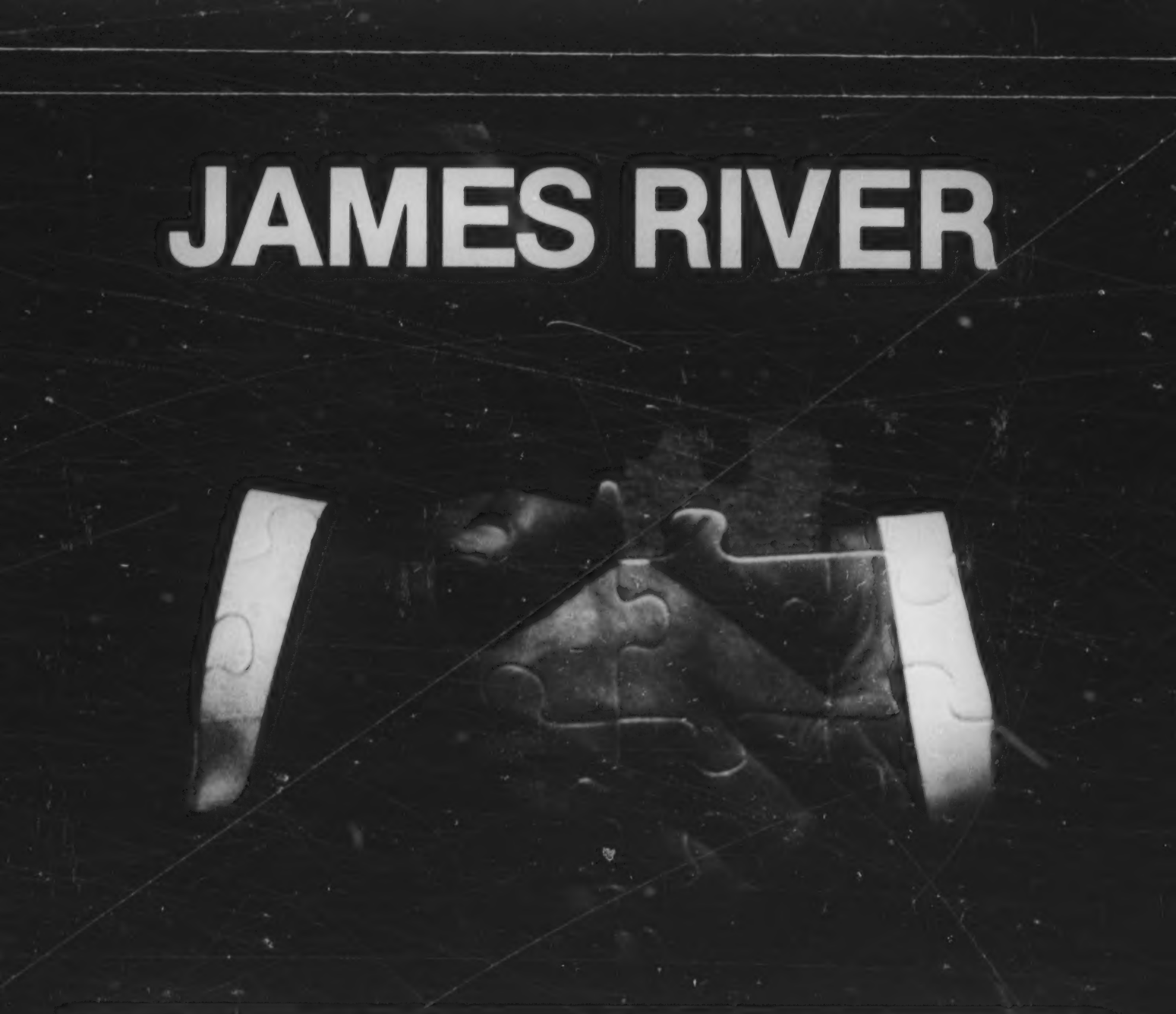

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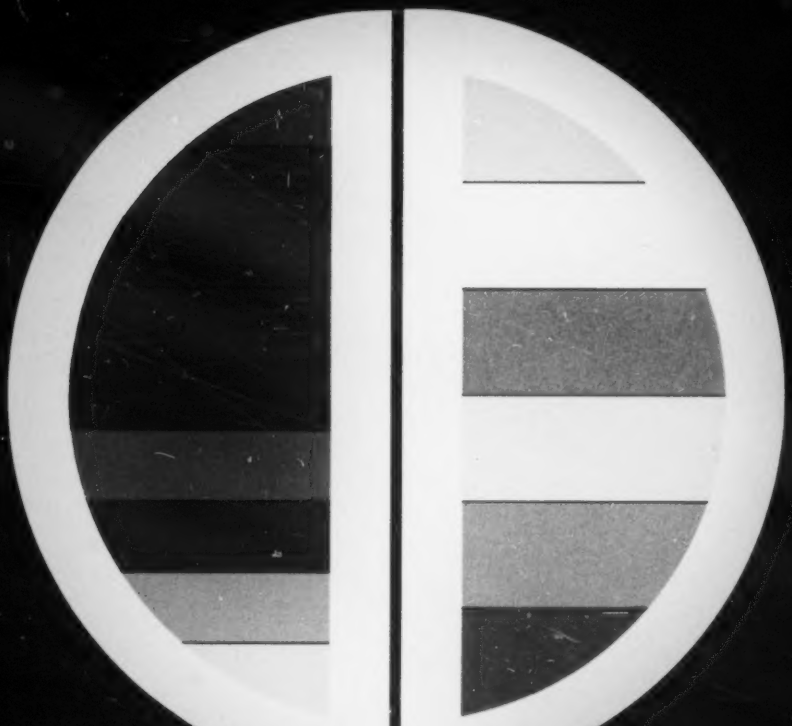

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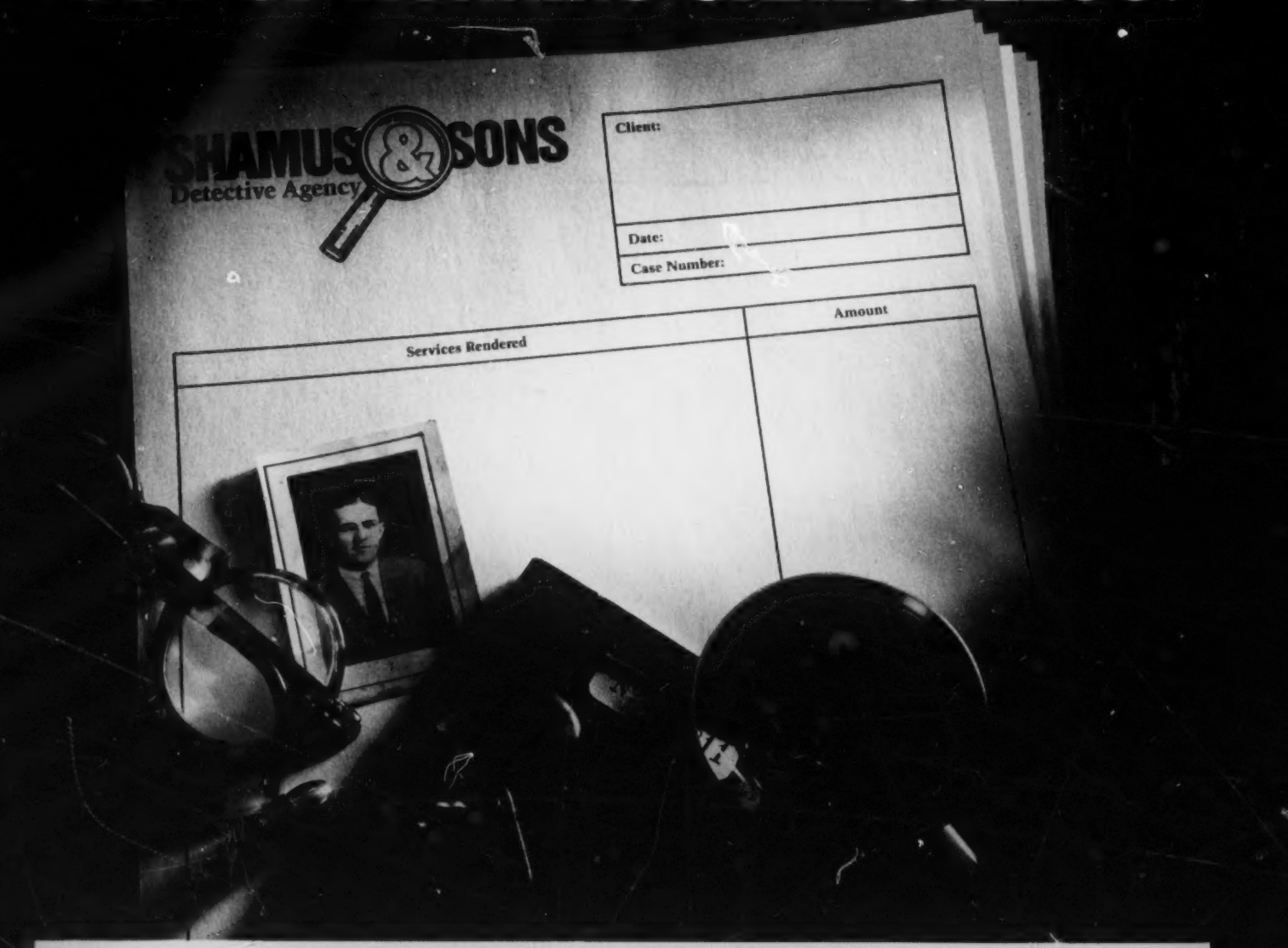

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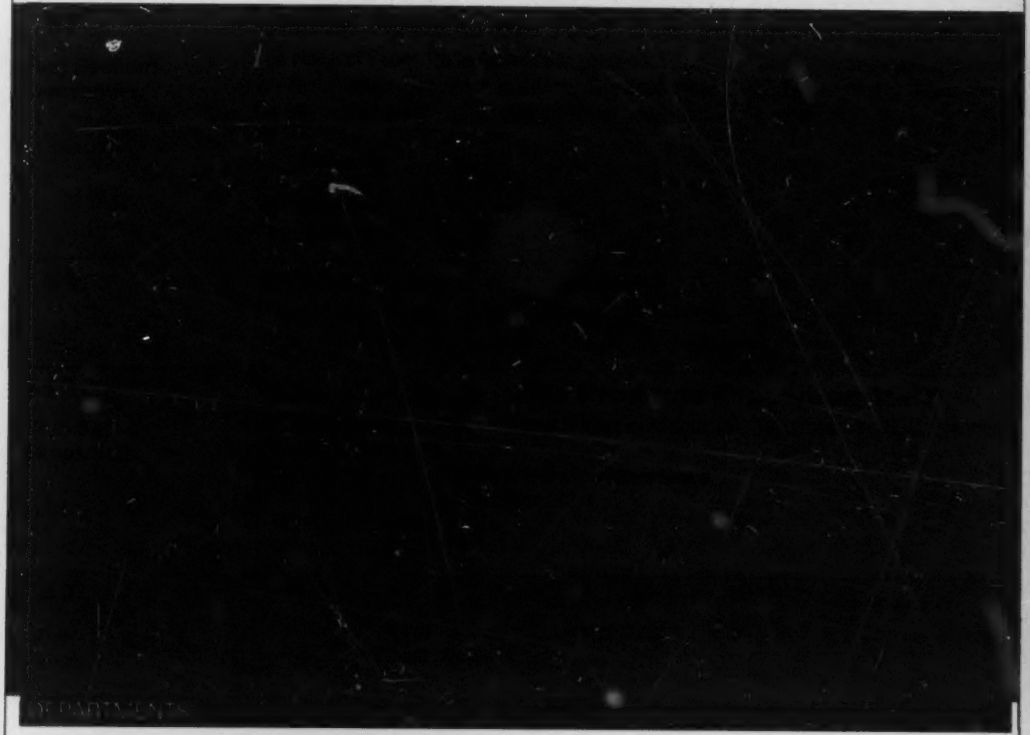

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Cover photo: Atlanta Convention and Visitors Bureau

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Hails "Real Benefits" of NPTA Meetings

As a recent participant with the Management Information Committee of the NPTA, I was privileged to attend the May 5th and 6th meeting in Key Biscayne, FL. What we discussed (PAR, QBCR, Long Range Planning) will be useful in setting the future course of industry standards. But as always with this kind of meeting, the real benefits were the exchanges of ideas, the camaraderie of finding similar problems and the opportunity to see the humanity in our competitors.

I think we all want to do well, but too often it's with the attitude that our success should be "at the expense or detriment" of the other person. I'd like to see us nurture win/win situations. It is possible.

Jack L. Thomas, vice president/chief financial officer and secretary
Century Papers Inc.
Houston, TX

***Editor's Note:** According to the National Paper Trade Association, there are many opportunities to take an active role in industry affairs. The Association has a number of standing committees and a board of directors that are responsible for creating the many programs that benefit industry companies. Those interested in volunteering a little time should contact NPTA president John J. Buckley, Jr. at the headquarters.*

Merchant-Printer Relations: An Uneasy Affair

The letter from Paul Baim, Gould Paper Company, in your July edition responding to the comments of a NAPL panel discussion of paper merchants (February, 1987 *MN*) shows the exact attitude that the panelists found less than cooperative.

It is true that most printers are not paper professionals and that we don't know everything there is to know about the paper manufacturing and distribution business. We expect to buy that expertise from our paper merchant as part of the value of his products. The whole panel discussion was about supplier reaction to our needs, but it looks like Mr. Baim missed the point.

Lee Carpenter, president
General Printing
Topeka, KS

***Editor's Note:** It is clear from both Mr. Carpenter's and Mr. Baim's comments that much work needs to be done on the merchant-printer relationship. NPTA's Printing Paper Division Committee will be looking into how this relationship can be improved and thereby strengthened.*

Praise for S.O.S. Award

The July issue of *NPTA Management News* is another delight! Pleasant nostalgic memories were revived in learning that one of the industry greats is to be the winner of the "Stanley O. Styles Industry Excellence Award."

Your Mr. Buckley deserves an honor as well for an excellent interview with Larry...the questions prompted straightforward answers that sounded just like Larry, to those who know him.

Let us mention another "great"—Stanley O. Styles! I phoned Stanley today to tell him how much I thought of the winner of his Award...and I am happy to say that Stanley sounded just great!

Keep up the good work.

Nicholas A. Meyer, vice president (retired)
Lindenmeyr Paper Corp.
East Williston, NY

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Investors Looking to Buy Private Businesses

According to Geneva Business Services of Costa Mesa, CA, there are investors with a pool of available capital amounting to billions of dollars who are seeking to acquire annual returns of 20 to 30 per cent—substantially more than earnings from banks, AAA bonds or high yield junk bonds, according to Ronald Speyer, senior vice president of Geneva.

The investors are looking for healthy, established, going mid-size businesses with good growth potential which are valued from $1 million to $50 million. It is estimated that 15,000 such companies will change hands in 1987, a 20% increase over the record levels of 1986.

Geneva, which specializes in merger, acquisition and divestiture services for firms valued in the $1 to $50 million category, says that potential buyers outnumber sellers 10 to 1. They range from large American public and private corporations to individual investors and private investment groups, as well as increasing numbers of offshore corporations and private investors.

Cole Papers Elects Officers and Directors

Cole Papers Inc., Fargo, ND, has elected Prentiss H. Cole president and CEO, Robert C. Perkins executive vice president, COO and treasurer, James P. Critelli vice president, marketing, and Lloyd L. Anderson, secretary/controller. In addition to their duties as officers of the company, they have all been named to the board of directors, along with Joyce B. Cole.

Cole Papers started in 1918 as the Fargo Paper Company, but the firm changed its name in January 1987, both to honor the current president and his father, who founded the company, and to better reflect the firm's current regional operations which now include six branches in North and South Dakota.

Gummed Papers Relocates

Gummed Papers of America has purchased and moved into a new 40,000 square foot facility at 1333 S. Jefferson in the historic River City District of Chicago. The new building will house the company's corporate headquarters, sales offices, warehouse and special converting services.

Form Fit Fights Flood

Last April the situation at 100 Pleasant Street was anything but pleasant as the doors to Form Fit Plastics headquarters and plant in Dracut, MA, were forced to close because of flooding by the Merrimac River. The company responded by setting up a temporary office at the Appleton Inn in Lowell, MA, and turning to their California facility to produce rush production orders. Shipments were made from floor stocks located in both Dracut and Union City, CA, warehouses. Despite the problems, including the loss of their toll free phone lines, the company enjoyed a record week for new orders.

Laminations Corporation's West Division has moved into a new 108,000 square foot building in Ontario, CA. The company manufactures VBoard edge protectors as well as spiral wound paperboard tubes and cores for its customers in the western third of the United States. Company headquarters is in Neenah, WI.

Name Change Reflects Broader Membership

The Southwestern Paper Merchants Association has voted unanimously at their Annual Business Meeting to change the organization's name. The new name—Southwestern Paper & Allied Products Association—was chosen to better reflect the true nature of the association's membership and to emphasize the desire to attract sanitary maintenance firms as members.

Monarch Paper Forms New Division

In response to the rapidly growing commercial and national catalog web business, Monarch Paper Company, Houston, TX, a division of Paper Corporation of America and Alco Standard Corporation, has created a new division called WEBSOURCE of Texas. The new division, which is headquartered in Dallas, began operation on June 15th under the guidance of Claudine Everett, vice president of operations, Larry Krauland, vice president - national catalog sales, Jack Ogilvie, Sr., vice president - commercial sales and Jim Swearingen, Jr., manager of national account sales.

Charles White, Monarch president, stated, "By segmenting this area of our business from our traditional merchant distribution functions, Monarch will be able to provide each of these two diverse customer groups with the best possible service and value available."

Deltapaper Moves HQ; Sells Florida Operation

Deltapaper Corporation has purchased a new larger, modern building to house its

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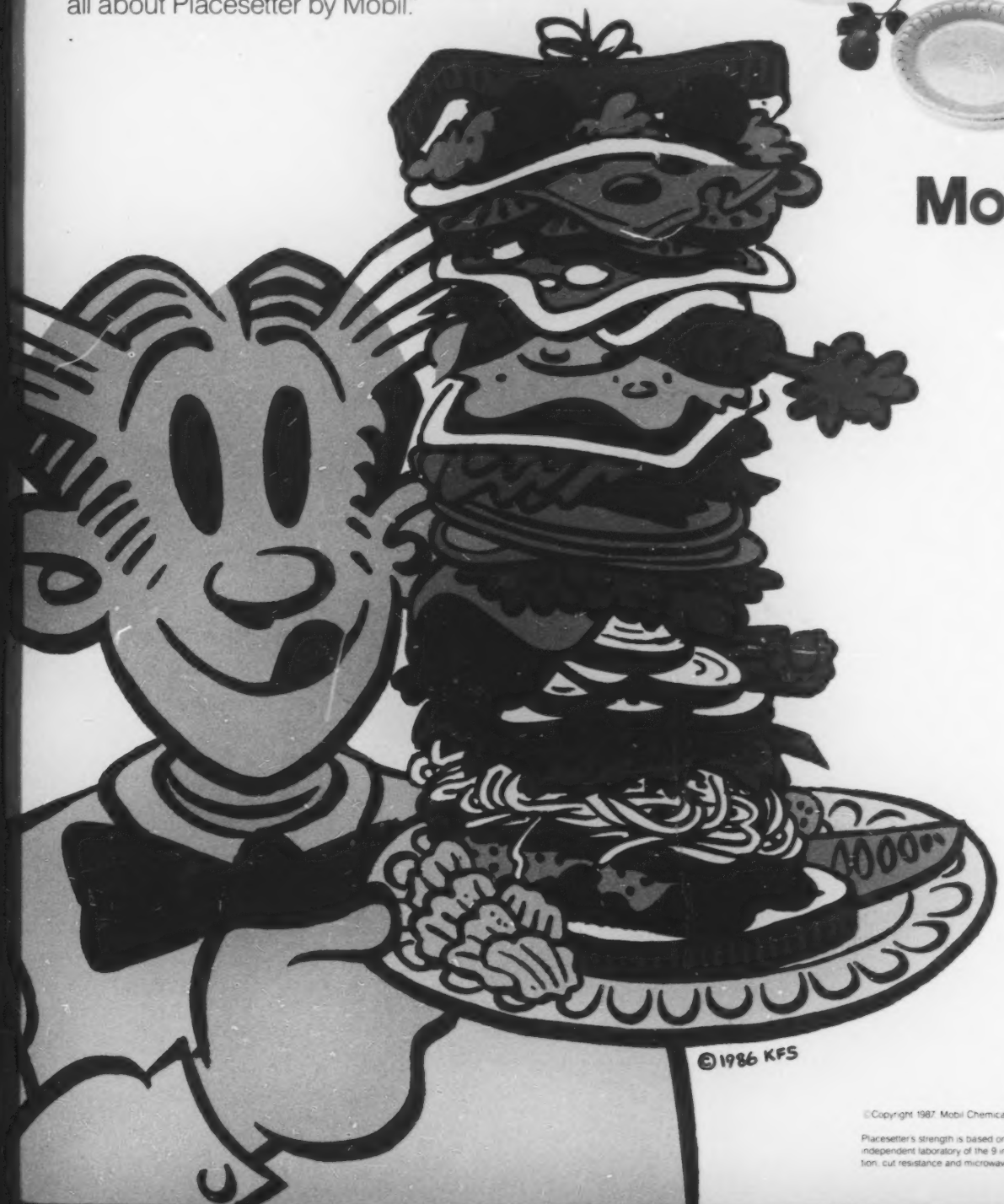

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Placesetter's strength is based on test results by an independent laboratory of the 9 inch plate for deflection, cut resistance and microwaveability.

corporate headquarters and manufacturing facilities in Croydon, PA, and has ordered new production equipment for the building. The new address is 2925 State Road, Croyden, PA 19020. The new phone number is 215-788-1800.

Deltapaper also announced that the assets of its Florida branch, called Deltapaper Southern, had been sold. The proceeds of the sale will be used to expand the company's northeast operations as well as possibly funding the acquisition of another company in the packaging industry. The former Deltapaper Southern will operate under the new name of Gator Paper Company.

Vermont Mill Opens California Sales Office

Boise Cascade's Missisquoi Mill, Sheldon Springs, VT, has recently opened a sales office in Long Beach, CA. J. Brent Dunn, regional sales manager, stated, "The location was chosen to better serve the West Coast market." The Missisquoi facility manufactures a wide range of paper grades for school, printing, paper plate, food packaging, graphic arts, office supply and specialty boxboard uses. Besides Sheldon Springs, the mill has distribution centers in Dallas, Atlanta and Hamilton, OH.

WWF Sells Florida Assets

WWF Paper Corporation has sold a portion of the assets of WWF Paper Corporation-Florida to Perez Trading/Coral Paper Company.

Several product lines, including Media Print and Kanzaki Golden Cask, were retained by WWF and will be distributed through the company's Major/Diamond Paper Division in Miami.

G-P Tissue Machine Se[illegible] Speed Record

Georgia-Pacific's Palatka (FL) paper mill will be 40 years old this November, but, thanks to eight years of upgrading, is truly "state-of-the-art" in its capabilities.

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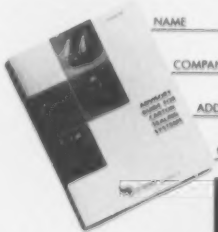

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CHAIRMAN'S CORNER

It's Time To Thank You

As chairman of the National Paper Trade Association, I am most thankful for the opportunity you have given me to serve the industry that has supported me all these years. My job as chairman has been more than rewarding and satisfying. It has given me a new respect for the value of what we do as paper distributors, and a renewed confidence in our future.

The successes during the past year could not have been possible without the effort of many people who have worked hard to bring light to projects that started life as only an idea. We have established our Endowed Chair in paper wholesaling at the University of North Florida through the hard work of the PAPER Foundation board of trustees. We have set up regional meetings around the country to stay in better communication. These meetings have been successful because our members made them so.

Our Advisory Council of past chairmen is getting off the ground because these dedicated leaders have wanted to stay involved in industry affairs. And this year's Convention is going to be a smashing success for a number of important reasons. The top-notch programming—President Gerald R. Ford, Elie Wiesel, Larry Boling and Al Jacobson among others—will make 1987 a memorable Convention. A record-breaking Show and more hospitality suites than ever before will also be long remembered.

The impact of international trade and relations grows everyday in our economy. It was a great pleasure and privilege for me to represent our industry at the Eugropa Congress in Rome this past June. The opportunity to exchange information on paper distribution trends (they are the same on both sides of the Atlantic) with our European Common Market associates was one of the many highlights of my year as chairman.

The NPTA staff has helped bring this all together—the Convention, the programs and the industry projects. John Buckley, NPTA president, is a master of both industry knowledge and project coordination. He skillfully plans and moves the wheels that our industry leaders set in motion. And his staff is to be congratulated for their efforts: Richard Lerman for his work in the industrial sector, membership and advertising; Bruce Linden in education, training and university programs; John LaRosa in PAR, research and statistics (John is leaving NPTA and we wish him such success); Bill Frohlich in the printing paper sector, publications and as editor of *MN;* and Bernie Underwood who is pleasant, competent and professional and without whose help none of the above could have been accomplished. They and their staffs at NPTA headquarters deserve our thanks and praise for their work.

Lastly, and most important of all, I would like to thank you—the members of NPTA for your kind words during the year and your support. NPTA believes as you do that this is important work. And your actions prove it. Being a part of the evolution of NPTA programming has given me much more than I received. This is one of the secrets of giving of yourself. I encourage you to consider being a volunteer leader. You will never forget the experience. I know my NPTA career will be with me always.

Francis J. Houlihan
NPTA Chairman

INDUSTRY NEWS CONT

The mill's PM#4 has been the fastest twin-wire tissue machine since March 1985, when it averaged 6,430 fpm over a 24-hour period. This spring, the crew of #4 set a new speed record when they upped their 24 hour average speed to 6,509 fpm. That number may be more easily appreciated when you translate it into miles per hour: 73.96!

Georgia Kraft Company to Sell Linerboard Mill

Georgia Kraft Company, a 50-50 joint venture of Mead Corporation and Temple-Inland Inc., has agreed to sell its Macon linerboard mill to Pratt Holdings Pty. Ltd., subject to governmental review.

In addition to the 1500-ton-per-day mill, the sale also includes about 200,000 acres of woodlands in Georgia and a large lumber and plywood manufacturing complex at Madison, GA, which produces up to 80 million board feet of lumber and 270 million square feet of plywood annually. There are more than 600 employees at the Macon mill and 565 at the Madison facility. Pratt Holding Pty. Ltd. has diversified interests in the forest products industry on four continents and expects to enhance the facilities and increase productivity at their new acquisition after taking possession sometime around September.

People in the News

Lawrence J. Berman of Marquardt & Co., New York City, was named to the New York Printers Wall of Fame. Induction ceremonies will be held in November at the High School of Graphic Communication Arts in Manhattan.

Daniel R. Rogers has become technical manager for the Strathmore Paper Company. His responsibilities will include mill technical activities, quality control and all environmental activities at Strathmore's five manufacturing facilities. Mr. Rogers was employed for many years by Hammermill Paper Company prior to joining Strathmore.

Michael Baker and Andrea Keating have joined the sales and marketing department of Appleton Papers Inc., Appleton, WI, as assistant market analysts. Both are recent

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graduates of the University of Wisconsin. Appleton Papers has also announced that **James R. Kimball**, Appleton plant engineering manager, has retired. He had been with the company since 1957.

Ernest S. Leopold has been named senior vice president and group executive of James River's newly consolidated Communications Papers Business, and **John E. Griffith** is now vice president - marketing for Communications Papers. Other promotions announced by James River include **Joe R. Neil**, to vice president and general manager of the Business Papers Group; **Terry L. Brubaker**, to group vice president of Premium Printing Papers; **W. Lynn Thirtyacre**, to vice president and general manager of Printing Papers Group; and **Robert J. Morgan**, to vice president and general manager of Groundwood Specialty Papers Group.

Robert A. Woollacott has been appointed general manager of Niagara Envelope's Buffalo Division. He will be responsible for all administration, manufacturing and marketing for the Buffalo, NY, facility.

Jean M. Moran has been selected to fill the new position of personnel administrator for Niagara's Buffalo Division. She will be responsible for recruting, training, labor relations and benefits administration. Niagara Envelope, which was founded in 1863, also has manufacturing plants in Chicago, Dallas and Denver as well as warehouse distribution centers in Seattle and Tampa.

Joseph L. Fischer has been promoted to vice president, industrial relations and employee benefits for James River Corporation, Richmond, VA. Mr. Fischer joined James River in 1982 as director of corporate labor relations.

Stephen A. Carter, III and **Terrance W. Mitton**, who had been branch managers of Butler Paper Company's Omaha and Peoria branches respectively, are now vice presidents and general managers of their divisions, following the upgrading of their branches to division status.

Matthew R. Schmitt has been appointed to the position of sales representative in Hammermill Papers Midwest Sales Region. He will be headquartered in Chicago and will cover Chicago, Central Illinois, Iowa and Minnesota.

John Hussey has been named national sales manager of Boise Cascade's Missisquoi Mill, Sheldon Springs, VT. Mr. Hussey had previously spent eight years with Boise Cascade's Latex Fiber Products.

Charlie Palmore has been appointed industrial sales manager of Monarch Paper Company's Houston Division. In addition, the Houston Division has named **John Gallup** credit manager and **Lucinda Collignon** Division personnel coordinator.

Jack Lyle has become sales manager of Monarch's Austin Division. Monarch-San Antonio has announced the appointments of **Andrew Thompson** as credit manager, **Michael Ripple** as operations/distribution manager and **Norma Ramirez** as administration manager.

Joseph Tabak, president of Bunzl Distribution USA, Eastern Division, has been elected to the board of directors of United Jersey Banks, an $8 billion Princeton-based diversified financial services organization with 13 member banks and seven non-bank subsidiaries.

Frederick Young has been appointed eastern regional sales manager by Jet Plastica Industries, Inc., Hatfield, PA. Mr. Young had been a district manager with James River Corp. **John Tush** has been named as the company's western regional sales manager. He comes to his new position after serving as in a similar capacity with Scott/Hoffmaster.

Merle G. Wilson has become vice president of sales and marketing for the Poly Plastic Films Corp., Buffalo, NY.

Mike Brown has become controller of the Specialty Papers Business of the James River Corporation. Other personnel changes announced by James River for Specialty Papers were the naming of **James O. Eubanks** as group vice president, filter and custom products, and **Robert L. Jones** as vice president, technology, planning and control.

Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	New Strategies for Growth: Paper Distribution Plans for The Future. *NPTA.* $45.	1
2	What Really Helps (or Hurts) Your Company's Bottom Line. *NAW.* $50.	4
3	Higher Profits from Day One. *Arthur Andersen.* $250.	6
4	Collecting By Telephone. *Dun & Bradstreet.* $49.99	10
5	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	2
6	Wholesaler Inventory Control. *VanDeMark.* $25.	3
7	System Selling: A Marketing Guide for Wholesaler Distributors. *Hannaford.* $25.	9
8	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	5
9	Win-Win Telemarketing Program. *Zibrun.* $135.	7
10	Paper & Ink Relationships. *Williams.* $30.	8

All publications are available from NPTA

Niagara Envelope Names New President, Opens New Warehouse

Frederick G. Pierce II has been named president and chief operating officer of Niagara Envelope Company, Buffalo, NY, representing the third generation of his family to head the 125-year old firm. He succeeds his father, Frederick S. Pierce, who remains chairman of the board and

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SEE US AT NPTA BOOTH #424

chief executive officer.

Niagara Envelope, which has manufacturing plants in Buffalo, Chicago, Dallas and Denver, as well as a distribution warehouse in Seattle, also announced the opening of a new distribution center in Tampa, FL, to serve the southeastern states. The new 8,000 square foot facility will stock Niagara's own envelopes as well as those produced for the 14 paper mills such as International, Mead, and Nekoosa for which Niagara is official converter.

White House Thanks NAW President

As a result of an appearance before the House Ways and Means Committee, Dirk Van Dongen, president of tha National Association of Wholesaler-Distributors, received a letter of appreciation from President Reagan's Deputy Chief of Staff Kenneth M. Duberstein. Mr. Van Dongen spoke out against delaying or increasing the lower tax rates promised by the Tax Reform Act of 1986, or imposing a surtax.

Testifying on behalf of the Tax Reform Action Coalition (TRAC), which has as its membership about 250 major trade associations representing over one million businesses, Mr. Van Dongen reminded the Congressmen of how long and difficult the battle had been to achieve tax reform, and stated that TRAC "urges in the strongest possible terms" that the Ways and Means Committee "reject out-of-hand any suggestion that the rate schedules in the '86 Act be delayed in their implementation or increased."

In his letter to Mr. Van Dongen, Mr. Duberstein wrote, "It is gratifying to know of (TRAC's) efforts against any attempt to cancel or delay the hard-won tax rate cuts achieved last year."

Florida Hits Advertisers With New Tax

On July 1st, Florida instituted a new 5% tax on advertising which is certain to affect many printers, reports Printing Industries of America. Essentially, any advertiser whose message will reach Floridians must pay for it. For example, Chrysler might pay $400,000 for a 45-second commercial during a high-ratings TV program. If Floridians are 7% of the entire audience, then Chrysler would arguably have to pay $28,000 to make sure that those in Florida receive the commercial. Therefore, under the Florida 5% tax, Chrysler would owe the state $1400. Similarly, if Coca-Cola paid $65,000 for a full page color ad in Newsweek and Florida accounted for 7% of the circulation, then Coca-Cola would owe $227.50.

Florida recently published the complicated set of administrative rules it will use to implement the tax. The Florida Department of Revenue estimates that it will cost about $7 million to hire the 240 additional people needed to collect the tax. Governor Martinez, a supporter of the tax, recently asked the Florida Supreme Court for an advisory opinion on the constitutionality of the tax. Court analysts believed it was unlikely that the opinion would appear before July 20th, the court's scheduled recess, but expected that the opinion would be forthcoming when the court reconvenes on August 17th.

Advertising groups and many large companies have already agreed to boycott or completely cut back on ads placed in Florida. This resistance by companies is not reflected in initial revenue estimates of over $92 million for the state. Of that estimate, $44.5 million is expected to come from newspapers, $34.5 million from radio and TV, $12 million from ad agency services and $1.8 million from magazines and periodicals.

Butler Paper Opens New Facility in Tucson, AZ

Butler Paper, a distributor of business and printing papers, has opened a new warehouse and office building in Tucson, AZ. The new building will give the company about 30% more warehouse space as well as improving shipping and receiving operations. Butler, which is headquartered in Denver, is a part of Great Northern Nekoosa Corporation.

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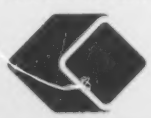

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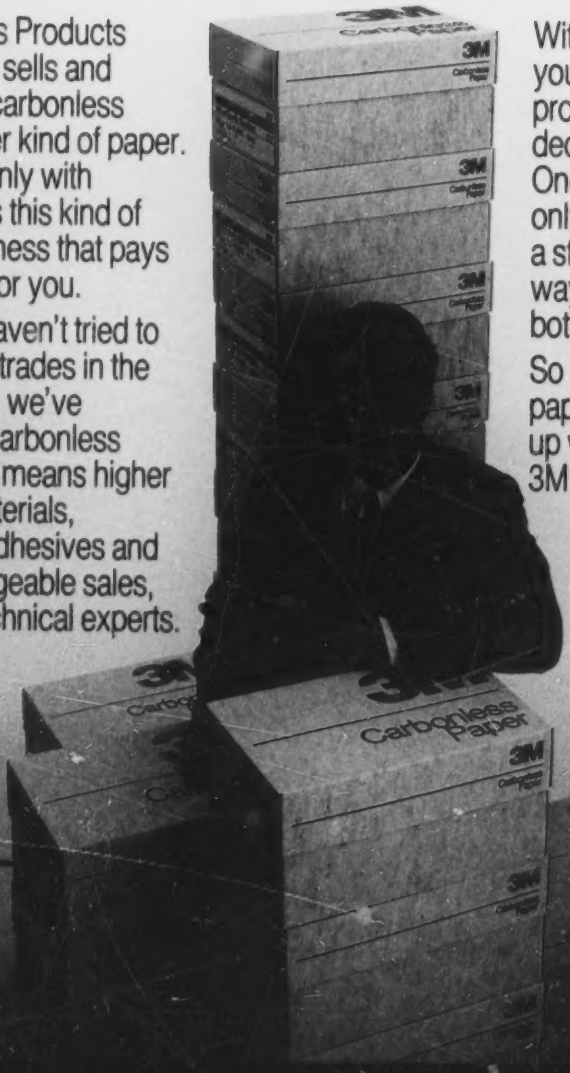
Because we haven't tried to be a jack-of-all-trades in the paper industry, we've mastered the carbonless business. That means higher quality raw materials, coatings and adhesives and more knowledgeable sales, service and technical experts.



With 3M Carbonless Papers, you not only get a better product, you also get a dedicated business partner. One who deals direct with only you. And as you know, a straight line is the best way to come up with a better bottom line.

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Printing Paper

Sales Compensation: What's Ahead for Paper Merchants?

Compensation is an important tool by which the energies and talents of employees can be directed and rewarded. Senior management is charged with using and controlling this tool wisely and providing the proper resources, environment and direction of the sales force with the goal of meeting marketing and financial objectives.

According to *Printing Paper Sales Compensation*, a report published by NPTA, sales and sales management tasks are becoming increasingly more demanding and complex. To meet the pressures and demands of the times, sales forces are being challenged to become more disciplined, professional and team-oriented. In some instances, new ways of organizing the sales force will be needed to respond effectively to customer requirements and operating realities.

Even though it's not always noticeable, the employee-employer relationship is constantly being renegotiated with compensation one of the key points in the process.

According to the study, there are two aspects to every compensation program: the tangible and intangible. The tangible portion, the focus of the study, consists of salary, bonus and fringe benefits. In addition, there is the intangible area, consisting of other actions taken by company leaders to recognize employee contributions. These may be in the form of informal compliments, company events, formal recognition ceremonies and published materials. These intangible elements should be carefully woven into a total compensation program.

Central to the productivity and vitality of the sales force are performance measurement and reward. Compensation is one of the most widely discussed topics among members of any sales organization. Whenever performance-oriented salespeople encounter significant unresolved inequities in the compensation program, either their performance suffers or they move to another company where the performance-reward relationship is perceived to be more attractive. This can be one of the most damaging and costly losses a company faces. Thus, the development and care of a company's sales force is one of the most important tasks facing senior management.

The main point of effective compensation practice is that there must be a clear and equitable relationship between performance and reward.

There are many other significant conclusions drawn from the *Printing Paper Sales Compensation* survey relative to cars, entertainment, hiring practices, turnover, etc. The book is available from the NPTA Communications Department

RETAILERS CAN
SELL ANY ORDINARY BULB

at $40 each for members of the Association and $50 for suppliers.

Huge Numbers of Books Need Rescuing Now Says Library

Viewers of the popular television program *Mission: Impossible* will remember the opening moments of each episode when it is announced that the tape recorded message will self-destruct within a few seconds. The time span may be reckoned in decades rather than seconds, but millions of books, periodicals, manuscripts and other items that were put on paper since the mid-19th Century have either already self-destructed or are well on their way to doing so.

The problem's cause is not unlike that of a person who harbors a hidden gene which causes a fatal illness later in life—the paper used carries within itself the seeds of its own destruction. Dr. Vartan Gregorian, president of the New York Public Library, pointed out the problem in a recent article and described what steps are being taken to help the situation. Almost everything published since the middle of the last century has been printed on wood-pulp paper which was acidic in nature. The acid in the paper eventually causes the paper to become so brittle that handling the paper causes it to break. (Today, many books are printed on non-acidic paper which will not readily deteriorate.) According to Dr. Gregorian at least 40% of the books in major research collections in the United States will soon be too fragile to handle. The need to undertake preservation measures is not concerned so much with the saving of a piece of paper but rather saving the knowledge that is contained on that piece of paper.

It is possible to take books that are still "strong enough to survive the treatment" and treat them with a liquid or gas which neutralizes the acid in the paper, thus lengthening their life. A less expensive method is to microfilm decaying books. Preserving the actual book keeps it in a form that is more convenient to use than microfilm, but microfilm permits unlimited copies to be made, thus broadening access to the work. As Dr. Gregorian points out, microfilming helps "to compensate for the vagaries of history and philanthropy that led the greatest book collections to be assembled in only a handful of locations."

The realization of the existence of the problem is not recent. The New York Public Library has had a microfilming program underway for over 50 years, during which time about 500,000 volumes have been filmed. The size of the problem becomes more apparent when that seemingly large number is compared to the number of items in the Library's collections: 26,000,000! In fiscal year 1987, the Library will spend more than $3 million on its preservation activities.

The federal government has been helping out through the actions of both the Library of Congress and the Office of

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Preservation of the National Endowment for the Humanities. There is a major national effort underway to create a library of preserved titles for future generations, one that will require sustained support over the years. To this end, private, local and state support is being developed.

Dr. Gregorian wrote, "We know what we must do and, if we act now, we can do it for less and save more. For we stand to waste the fruit of many minds, indeed of many cultures, if we hesitate in our response to this national crisis. As custodians of the heritage of humanity, we have the historic and moral obligation as well as the opportunity to rescue the record of the past for the world of the future."

Carbonless Paper Toxicity Study Planned by NIOSH

The National Institute for Occupational Safety and Health announced in June that it would request comments and secondary data from all interested parties concerning possible adverse health effects among workers who have used carbonless paper. The notice, printed in the Federal Register, mentioned concern among workers that skin and respiratory problems as well as possible brain damage could be due to consistent exposure to carbonless copy paper.

Top 10 Quick Printers in U.S.

Quick Printing magazine's 1987 list of the Top Ten quick printing organizations indicates tremendous growth in the printing industry over the past year. The Top Ten companies accounted for $156.35 million in sales during 1986, a 65% increase over last year's total of $94.29 million. Average sales for the Top Ten were over $15 million. To make this year's Top Ten List, companies needed at least $6.07 million in sales during the 1986 calendar year.

First on the list this year, with an estimated $64.8 million in sales, is Kinko's Graphics Corporation of Santa Barbara, CA—a newcomer to the list who didn't even make the Top One Hundred list last year. This year, however, its sales total exceeded the sales total of last year's #1 company, Pandick Technologies, by $40 million. Three other companies are new to the Top Ten. Quick Print, Wichita, KS, with an estimated $13.9 million in sales is in fourth place, Buzz Print, Overland Park, KS moved into ninth place with $6.18 million in sales and Speedi Print/Curtis 1000, Smyrna, GA, climbed into the #10 spot on sales of $6.07 million.

Companies that remained in the Top Ten included Balmar Printing and Graphics, Arlington, VA; The Printing House, Toronto, Ontario; Frank Gumpert Printing, Kensington, MD; Spaulding Co., Stoughton, MA; and CopyQuik, Everett, Ma.

The number of company locations seems to vary tremendously within the Top Ten. Kinko's has 300 locations, while second place Balmar has only eight and the next three companies on the list have 45, 81 and 13 respectively. Two other companies each have only eight locations, while CopyQuik has only six. The Top Ten accounted for over $156.35 million in sales during 1986, compared to $94.29 million the preceding year—an increase in excess of 65%. Sales figures for the companies in the Top 100 listing represented an increase of over 39% for 1986.

Industrial Paper

Convenience Stores—Prime Target for Industrial Merchants

According to the results of a recent survey which appeared in *Convenience Store Merchandise Magazine*, fast food and the products that are needed to provide fast food service in these in-store facilities have been judged to be the most often named areas for growth in convenience stores business.

The convenience store chains showed a healthy average pre-tax profit of 5.0% in 1986. According to the survey, fast food may lead to the elimination of the grocery area in convenience stores, but will also increase profits because of the excellent margins.

In-Store Merchandise

Successful convenience stores offer their customers as wide a selection of in-store merchandise as possible within a limited retail space. This is done by maintaining margins at levels which maximize sales and profits. The average chain has operated convenience stores for 9.5 years and has developed the necessary judgment to effectively buy, price and sell a vast array of merchandise.

Inventories are carefully monitored to assure the maximum efficiency of investment—15.4 turns a year on inventory valued at an average of $39,999. This is an improvement from the 13.5 turns reported for 1985.

The three product categories with the highest average gross profit margins are fountain soft drinks (56.2% margin), fast foods/food service (45.5%) and deli (43.2%). (See chart.) Food service is a particularly labor-intensive category that requires monitoring by management to maximize its profit potential. Numerous chains responding to the survey indicated their intent to enter or expand their fast food operations to capitalize on this growth area.

This product area requires a great deal of paper merchant's usual items in the food service area. These products include disposable plastics, cups, packaging, napkins, forks, knives, spoons and many other products relating to food service. Currently, convenience stores are serviced by other types of distribution firms.

Suppliers and Their Services

Selection of dependable suppliers is critical to success in any retail business, particularly in that of convenience stores. Caught in the squeeze between increasing costs and intense competition, it's vital that convenience store management select suppliers with care. Suppliers should be expected to provide information about new products, price promo-

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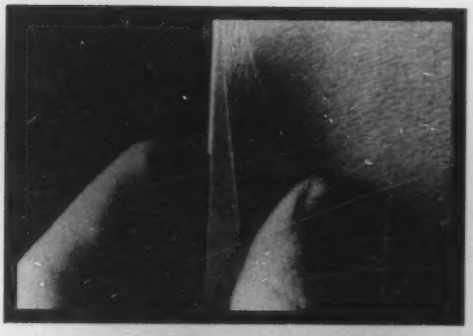

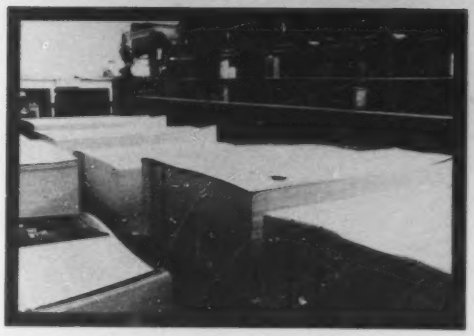

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tions and specials, as well as offering reliable service.

Most chains (88%) count on independent *grocery wholesalers* to service their operations. Cooperatives rank second, followed by voluntary (11% and 1%). Deliveries are received from an average of *18.5 vendors per week*.

The extent to which chains receive products on a fully serviced, direct delivery basis varies significantly according to the size of the stores.

More than nine out of 10 chains say their wholesalers pass on price promotions and specials, of which they accept well over half. Acceptance usually hinges on anticipated profitability and sales potential. A number of specific criteria are considered in arriving at these decisions.

The president of a Midwest chain says he evaluates promotions on the basis of "profit gained and in consideration of other promotions that are going on." An executive with a Southern chain considers promotions on the basis of needed displays. Another chain in the South has "only one product, in a product category, promoted at a time." Candy and tobacco are purchased from grocery wholesalers by 72% of the chains, and 52% buy from candy/tobacco jobbers. Deliveries of candy and tobacco from grocery wholesalers are typically received once a week, while candy wholesalers deliver about 1.3 times a week.

Convenience store management must evaluate a continuing flow of information about new products. These products are often the means used to increase the value of the average sale, so the door is always open for a sharp distributor who can provide the right knowledge and service.

Naturally, convenience stores are excellent targets for other product areas as well, such as cleaning and maintenance supplies, retail packaging (special print bags, food packaging and other items), towel and tissue goods, etc.

As has been stated previously, the convenience store offers a multitude of areas where your products match the needs of the customer.

Average Gross Profit Margin by product category	Total Chains
Gasoline	7.7%
Automotive supplies	33.1%
Tobacco	24.1%
Beer & wine	26.5%
Cooler soft drinks (cans)	31.6%
Fountain soft drinks (by the cup)	56.1%
Fast foods/food service	45.5%
Deli	43.2%
Milk & dairy	17.9%
Bake off	37.5%
Ice cream	31.4%
Groceries	29.4%
Candy	35.9%
Magazines & paperbacks	22.3%
General merchandise	33.0%
HBA	34.0%
Snacks	36.4%
Produce	29.6%
Frozen food	29.6%
Video products	43.9%
Lottery Tickets	5.2%

Source: April 1987 *Convenience Store Merchandiser*

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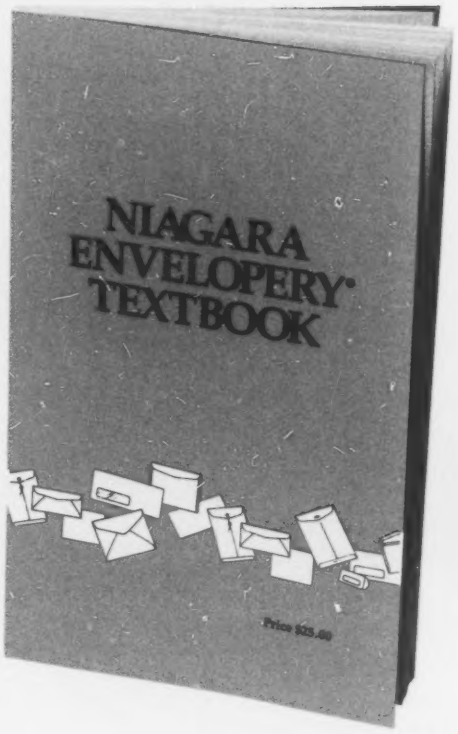

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1983-440,000 TPY

1984-540,000 TPY Crossett #2

1985-655,000 TPY Crossett #1

To achieve this unheard-of growth has called for a major investment in mills, machinery and people. Beginning in 1984 our #2 machine at Crossett, Arkansas, was totally rebuilt. In 1985 we installed an entirely new Escher-Wyss paper machine at this same mill. Coincident with this activity, major investments were made at our mills in Woodland, Maine; Kalamazoo, Michigan; Taylorville, Illinois; Reading, Pennsylvania; and Gilman, Vermont.

In 1986 we invested $200,000,000 in equipment and mill improvement.

On April 19, 1986, our new Valmet machine went on stream at Port Hudson, Louisiana. One of the largest fine paper machines in the world, it covers two city blocks and boosted G-P's total printing paper capacity

to 900,000 tons per year.

And now, we are taking another giant step. At a meeting of G-P senior management held early this year the decision was made to install a second Valmet machine at Port Hudson. When it goes on stream in 1988 it will increase our total capacity to over 1,200,000 tons of fine paper per year.

In just 5 years G-P has almost tripled its printing paper capacity.

With the addition of our second Valmet machine (Port Hudson #4), Georgia-Pacific will become the second largest producer in the uncoated printing paper market. And, we're not through yet.

What does all of this mean to you—our customer? For one thing it means that Georgia-Pacific is able to offer you a combination of product and service that sets new industry standards.

1986-910,000 TPY Port Hudson #3

1988-1,210,000 TPY Port Hudson #4

A complete line of uncoated printing paper.

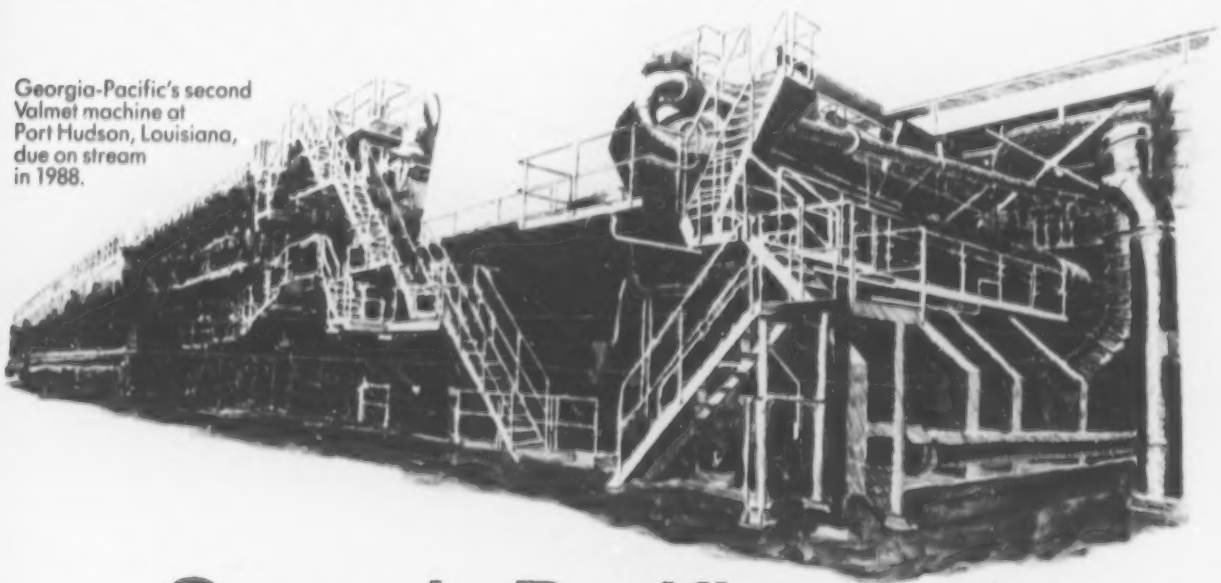
Premium opaques. Safety papers. Publishing grades. Forms bond. Envelope papers. Technical and specialty grades. Our top of the line Hopper Cover and Text. And most recently, our new Spectrum line of offset and copier papers.

What's more, new Spectrum is one of the most heavily *advertised* brands in the entire printing industry. To back up our new products and new capacity, Georgia-Pacific is also offering inventory, stocking, delivery, customer service and marketing programs that are second to none.

A commitment fulfilled.

A few years ago we made a commitment to the industry and to you that Georgia-Pacific would become a major force in the uncoated printing paper market. We've backed this commitment with hard work and cold cash.

Now it's all coming together. And the winner is *you*.



Georgia-Pacific's second Valmet machine at Port Hudson, Louisiana, due on stream in 1988.

Georgia-Pacific

Printing Paper Division

THE GROWTH COMPANY

1986 Sales Dept. Performance: Inside Vs. Outside

The NPTA Performance Analysis Report (PAR) tracks inside and outside sales productivity among its many important financial ratios.

The backbone of most paper merchant operations is the sales department—the *outside* sales reps that generate new business and keep existing customer relationships healthy, and the *inside* sales service workers that support outside reps, perform telemarketing tasks and provide critical information on price and availability of products. These two groups of people are key employees, and work hand-in-hand.

Sales department performance and productivity are crucial to track, and NPTA members have a valuable tool enabling them to do it—the annual PAR (Performance Analysis Report). Many sales department measures are developed, a few of which are presented in the table in this article. (Additional data—by company size, region, etc.—are available from NPTA's Research Department. It is contained in annual "Industry Performance Surveys," kept at NPTA but available to all members free of charge.)

This article examines 1984-86 trends in outside/inside sales department personnel salary, expenses and sales generated in relation to company gross profits. All figures are *medians* (50% of respondents fall above and 50% fall below the median). Obviously, merchant sales compensation will differ according to the region of the country in which they operate (cost of living expenses vary widely), and their style of operation. There are probably as many different incentive plans as there are paper merchants, based on specific company goals. But these industry "yardsticks" can be useful in tracking overall industry sales department productivity in relation to your firm.

Outside Sales Rep Performance

Printing Paper: Printing paper outside sales reps had the highest average salary and expenses of all merchant groups, up 3.3% to $49,400 in 1986. (Dual reps are closing the gap rapidly.) These reps' pay and travel expenses were held steady at 21.7% of gross profits. On the output sid sales generated per outside salesperson rose a healthy 10.5% to $1.63 million, and gross profits per rep inched up 1.6% to $239,800. The small gross margin increase reflects overall problems with profitability experienced by merchants last year.

Outside sales rep pay and travel expenses rose in direct proportion to company size, from $38,740 for firms doing under $10 million in sales to $61,790 for those at $55 million or more. Also, there was a 34% difference in sales rep pay between printing paper houses located in the Northeast vs. the Midwest, no surprise considering high cost-of- living ex-

OUTSIDE SALES REPS

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1984	1985	1986	YOUR FIRM
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$45.1	$47.8	$49.4	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	21.4	21.7	21.7	
Sales Per Outside Salesperson ($000)	$1,489.8	$1,477.7	$1,633.4	
Gross Profit Per Outside Sales Rep ($000)	$223.1	$236.0	$239.8	
Industrial Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$35.5	$38.6	$39.4	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	23.4	23.3	23.7	
Sales Per Outside Salesperson ($000)	$662.6	$724.0	$702.1	
Gross Profit Per Outside Sales Rep ($000)	$149.7	$161.8	$164.8	
Dual Paper Merchants				
Avg. Pay & Travel Expenses Per Outside Sales Rep (000)*	$44.1	$47.1	$48.3	
Avg. Pay & Travel Expenses As % Gross Profit (%)*	25.3	25.1	26.0	
Sales Per Outside Salesperson ($000)	$1,039.6	$1,153.9	$1,128.3	
Gross Profit Per Outside Sales Rep ($000)	$165.2	$203.7	$194.3	

*Includes supervisors but does not include fringe benefits.

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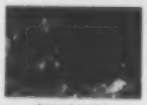

1928

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1912

HAMMERMILL GRAPHICOPY PAPERS

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1986

1958

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penses in the former area.

Industrial Paper: Industrial paper outside sales reps' pay and travel expenses rose 2.1% to $39,400 during 1986—the lowest of all merchant groups. These expenses took a slightly larger bite out of gross profits at 23.7% in 1986. These reps generated $702,100 in sales, down 3% last year, and gross profits per outside salesperson rose only 1.9% to $164,800. Overall then, outside sales rep productivity was not as good as in printing paper houses. By company size, pay plus travel expenses ranged from $34,780 for firms doing $3-6 million in sales to $44,110 for those doing $12-25 million. Mid-Atlantic states distributors paid the most—$44,530—for outside reps in 1986.

Dual Merchants: Outside sales reps employed by dual paper houses earned $48,300 in pay and travel expenses, up 2.5% in 1986. Relative to gross profits, these expenses jumped 3.6% to 26% (highest share of all three merchant groups). The sales these reps produced, dropped on average by 2.2% to $1.13 million in 1986, and gross profits per outside sales rep declined by 4.6% to $194,300. Considering this, dual merchants' outside sales rep productivity was the worst of all three groups.

Inside Sales Service Performance

Printing Paper: The typical sales service person employed by a printing paper firm in 1986 earned $21,200, up 4.4%. This is the highest salary for this function of all merchants. Not much variation took place by company size, with only a 15% spread between the smallest and largest firms. Total sales service expenses rose to 9.5% of company gross profits, the highest share in three years and also highest of all merchants.

Industrial Paper: Sales service employees at industrial houses earned $16,200 on average (24% lower than in printing paper firms). This actually was a 1.2% decrease from the prior year. There *was* a significant spread in pay for this function by size of company. Firms doing $12-25 million in sales paid $18,810, while those doing under $3 million only paid $12,560. West Coast and upper Midwest companies (WI, IL, IN, MO) paid higher salaries than the other regions. Total sales service expenses were cut to 6% of gross profits in 1986 (vs. 6.5% in 1984). This share is the lowest of all merchant groups.

Dual Merchants: The average pay of a sales service employee at a dual firm rose 10% in 1986, to $20,800. This was the highest increase of all groups. Sales service expenses were cut to 8.6% of gross profits. Not much variation was found, either by company size or by geographic region.

INSIDE SALES SERVICE PERSONNEL

SALES DEPARTMENT PERFORMANCE MEASURES ANNUAL PAR RESULTS (medians)

Printing Paper Merchants	1984	1985	1986	YOUR FIRM
Avg. Pay Per Sales Service Employee (000)	$18.7	$20.3	$21.2	
Sales Service Expense As % Gross Profit (%)	9.0	9.0	9.5	
Industrial Paper Merchants				
Avg. Pay Per Sales Service Employee (000)	$15.6	$16.4	$16.2	
Sales Service Expense As % Gross Profit (%)	6.5	6.3	6.0	
Dual Paper Merchants				
Avg. Pay Per Sales Service Employee (000)	$19.4	$18.9	$20.8	
Sales Service Expense As % Gross Profit (%)	7.9	8.8	8.6	

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Francis Houlihan Discusses the Role of Training

Today's distributor has one competitive advantage—the knowledge, skills and attributes of his people. Over the past five years we have seen an enormous change in the economics of the distribution industry. Advancements and changes in technology, in economic conditions and in job and career aspirations all contribute to the constant demand for employee training and development.

More and more, paper distributors have come to realize that the task of filling this never-ending need for new job knowledge and skills has become a significant aspect of their overall planning objectives and goals.

The NPTA Education and Training Department has responded to the changes in today's industry and the need for greater proficiencies through an active series of seminars, conferences, university-based programs and targeted in-house training through video. The Department sees its goal as one of helping members move toward greater achievement by increasing productivity and profits.

While paper merchants differ with respect to specific priorities, there is an obvious common need for education and training if the merchant is to grow and prosper in the competitive environment of the years ahead.

Francis Houlihan, NPTA's chairman of the board and president of his own industrial house—Fleetwood Paper Company, Franklin Park, IL—has been one of the Association's strongest advocates of education and training. During his term as chairman he has greatly impacted both the direction and program content of the NPTA's offerings. His personal commitment to training is a testament to his realization that training is the key to profitability. Herewith are the answers Mr. Houlihan gave to questions posed by *MN* with regard to this subject.

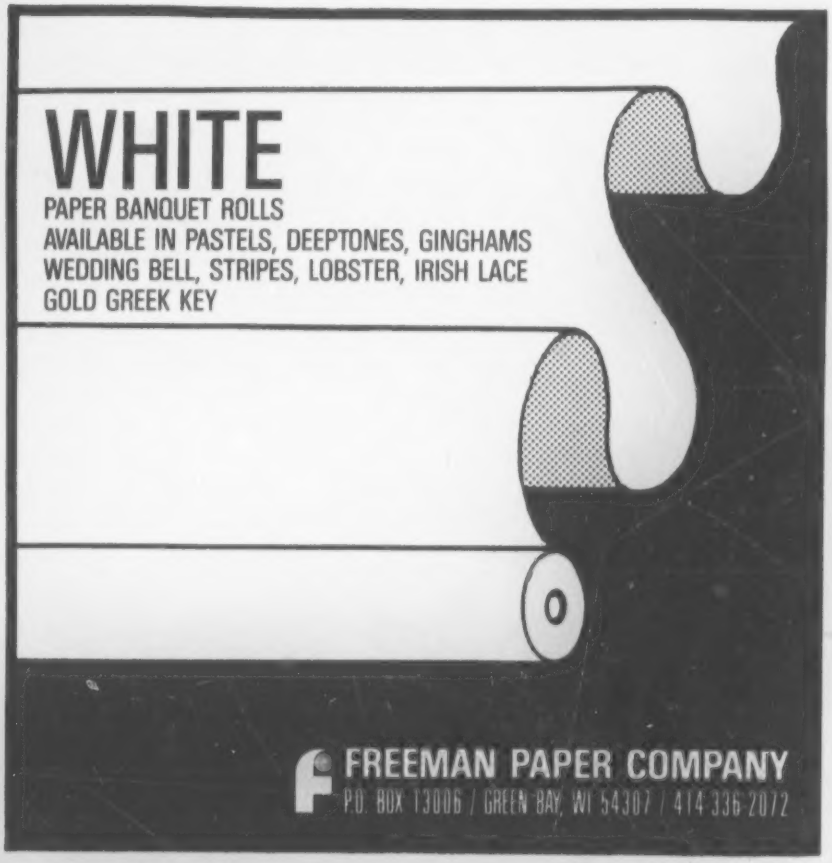
MN: How has the industry changed over the past few years?

FH: There are greater demands by the customer for continued service. Just-in-time inventory along with consignment programs. The need for closer communication between customer, distributor and supplier. The entrance of electronic technology for placing orders and elimination of paperwork. There are fewer independently owned mills and distributors.

MN: What do you see as the most important training issues to be addressed by wholesale paper distributors over the next five years?

FH: Sales personnel will need to know how to operate computers and other electronic data equipment which will be used by the customer. Training will be broader than product knowledge and sales techniques. Sales personnel will need a good business background and be able to decipher financial information.

MN: How do you provide your own firm with a future-oriented training program as well as training that solves immediate problems?



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FH: Our training program is under constant review. Input is solicited as the trainee goes through the training program as to ways of making certain portions more effective. The program is set up in stages to cover approximately five years. Guidelines have been established so the trainee can measure his/her progress. The establishment of 90-day game plans are most important because it is a manageable period of time during which the sales person can effectively "make things happen."

MN: Merchants have traditionally motivated their employees through incentives and/or growth opportunities. In your view, which is the most significant?

FH: The combination of incentive and growth opportunities are part of the whole program. In order for the distributor to achieve growth, each salesperson must grow by an appropriate amount. This growth can be achieved through the use of incentives. I do believe that the most important ingredient for a salesperson's success is the desire to succeed.

MN: What is the most important aspect of success to any training program?

FH: Reinforcement of basic skills is essential. There must be a long-term plan which has established measurable and achievable goals for the trainee along the way. Constant surveillance and dialogue between instructor and trainee to chart progress is a must.

MN: As chairman, you have spoken with both small and large distributors about their training requirements. Do you believe there are significant differences, and if so, what are they?

FH: I believe that there are differences with regard to the medium and small distributor in that basically they possibly have not seen the tremendous need for sales and personnel training in a more formalized manner.

MN: How can the NPTA meet the training needs of both the small and large distributor alike?

FH: The NPTA should develop seminars for managers to attend which will include input from both large and small distributors. The exchange of ideas can be brought back to their respective companies and implemented. Also, continue to provide video training programs which will aid in the progress of the trainee.

MN: Training involves an investment in both time and money. How do you, as CEO of your own firm, justify that investment? Also, how can you guarantee that your own people will apply what they have learned in training on the job?

FH: It's justified because we really have no choice. If we are going to grow, we must train our people. And we make sure our employees are applying what they have been taught by constantly monitoring their performance and progress.

MN: All too often, merchants see training as encompassing only product knowledge for their salespeople. To successfully run tomorrow's business, which other groups of employees must be trained and what skills must they master?

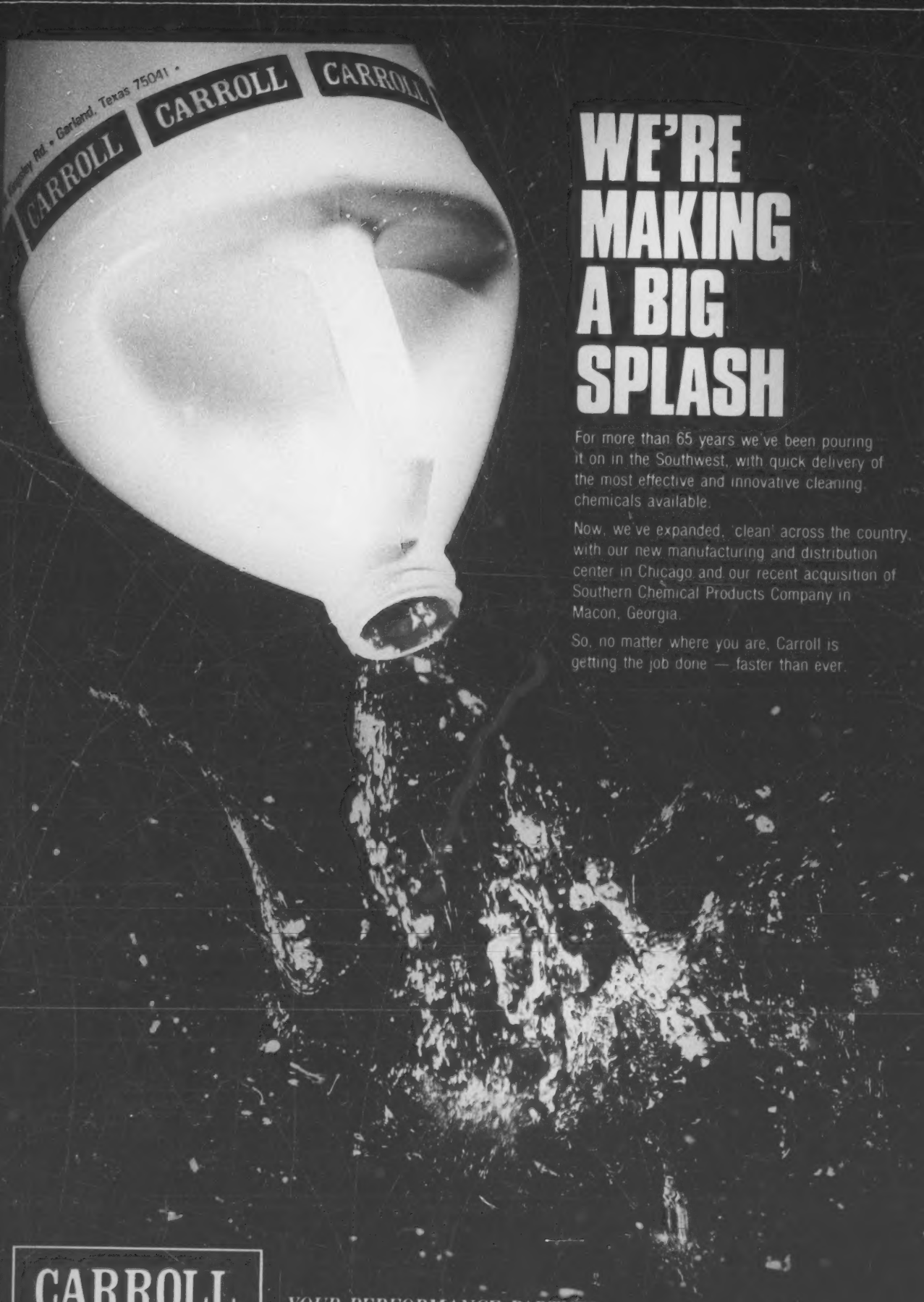
FH: All employees must be trained, from the receptionist to the warehouse. Each individual must understand the company's mission and his/her participation in the total company effort. Service must be emphasized by all personnel as each individual is as important as the salesperson on the account.

MN: What role do you see video playing in in-house training? How do you at Fleetwood Paper Company utilize this technology?

FH: We see video as a major part of in-house training. Basically, the video is used in two forms. First, the trainee views training films which vary from product knowledge to effective communication skills. The other use is actually video taping the trainee in a role playing selling situation. The video is then reviewed and discussed with the trainee.

MN: Where do you see the NPTA Education and Training Department having the most significant impact on training in our industry tomorrow?

FH: The NPTA should communicate to all members new ideas that are being used in the marketplace, what larger companies are using that could be helpful to the smaller distributor and what is happening that could affect all members. In summary, I believe that there is nothing more important in our business than training, and because of the NPTA, my awareness has become tremendously increased. If Fleetwood is capable of developing a workable training program, our future is intact.



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CARROLL

PAPER Foundation Moves Ahead on Many Fronts in '87

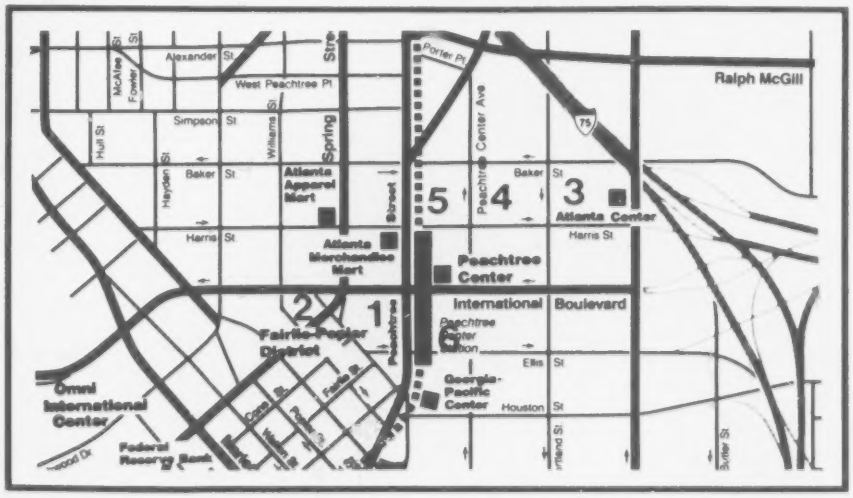
During the past nine months, the Paper Plastics Education Research (PAPER) Foundation has been actively involved in several areas of activity. The Foundation is organized into two divisions: the Endowed Chair Division and the Special Project Division. Both divisions have been busy.

Endowed Chair Division

The year began with a meeting of the Trustees at the University of North Florida, Jacksonville, home of the PAPER Foundation's Endowed Chair Program. After a series of upbeat, positive reports delivered by University President Curtis L. McCray, and Dean of the Business School, Dr. Edward A. Moses, on the academic, research and facility growth of the university, as well as a general report on the incredible economic, business and cultured developments in the Jacksonville area. The trustees came away more excited, and pleased, with the decision to locate the chair program at North Florida.

As part of the university commitment to the study of distribution, and as a support for the paper distributing research chain, the university is establishing an "Institute For Wholesale Distribution." The director of this institute will be hired this year. A search committee for the selection of the first eminent scholar to sit in the Foundation chair is being formed now. Reaserch will begin in September, 1989.

Fund raising continues on a small basis as contributions are still being accepted. All industry members are encouraged to help complete the fund raising effort. Contact NPTA headquarters for more information.



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2. American Hotel
3. Atlanta Hilton & Towers Hotel
4. Atlanta Marriott Marquis Hotel
5. Hyatt Regency Atlanta
6. Ritz-Carlton Atlanta

Special Projects Division

1987 has been the finest year to date for this division. In April a revised, updated, trends report, entitled *New Strategies For Growth,* was completed by Dr. Denis Healy, and distributed to the members.

This report focused on industry trends in the area of customers, suppliers, competitors and marketing approaches to the market place. The report was based on the results from a series of questionnaires, and interviews with paper merchants and suppliers over three years.

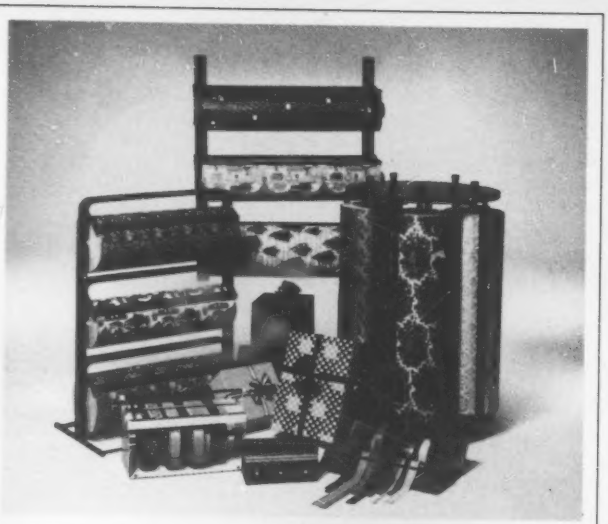
Dr. Healy also addresses the strategic implications of this trend, and how a paper merchant can respond to it. In order to achieve a wide distribution of these important research results, and to achieve the maximum awareness of the Foundation existence, all Foundation members recieved a complimentary copy of the initial and landmark study of this new research organization. 1600 copies were mailed, one to every member location.

The Special Projects Division has embarked on its most ambitious project to date. Arthur Anderson & Company, world known accountants, and leading distribution consultants have been engaged to conduct a study of "The Impact of Leading Edge Technology on Paper Distribution." Electronic developments such as electronic data interchange (EDI), scanning, bar coding, cellular telephones and physical distribution and delivery systems will be studied.

The study will report on the "Best of the Best": what are sophisticated paper merchants and other distributors doing in this important area. The report will also describe to the various paybacks paper merchants can expect as they implement various electronic techniques and methods into their businesses. A preliminary report of the finding will be made at the Convention on Monday, September 21, at 2:30 P.M. at the Atlanta Hyatt Regency Hotel. A publication will be available shortly after the convention.

The Foundation developments are not over yet, a major new direction of the PAPER Foundation will be announced at the Chairman's Luncheon at the Convention, so plan on attending.

The Foundation's Trustees are looking forward to 1988. It will be an even more productive, exciting year.



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1987 Convention & Exposition Policy Statement

The National Convention of the paper/plastics and allied products distribution industry is held each year to create a legal forum for the exchange of product information and management ideas among paper merchants, suppliers, and manufacturers' representatives.

This annual meeting and the related Paper/Plastics & Allied Products Exposition is organized, coordinated, promoted and planned by the National Paper Trade Association, inc. (NPTA). It is the purpose of the Association to encourage and foster the broadest, most convenient range of contacts between all industry representatives, in addition to providing an atmosphere of sociability and idea exchange. In order to accomplish these goals, NPTA makes the following policy statement for the annual event.

For Paper Merchants and Manufacturers Representatives

1. ***Support*** the efforts of the suppliers who exhibit at the ***Paper/Plastics & Allied Products Exposition.*** They are providing a most efficient and convenient way to meet key manufacturing executives and learn about new products.

2. ***Support*** the efforts of the registered manufacturers maintaining hospitality suites at the ***Official Convention Hotels.***

3. ***Attend*** the official Convention meetings and workshops, especially ***The Main Event*** on Sunday morning at 10:30 a.m. Invite your suppliers to attend; the meetings are for them also. Resist individual supplier appointments that conflict with Convention meetings and workshops.

4. ***Encourage*** your suppliers to participate in the Convention and Exposition at the Official Convention Hotels so as not to detract from the efficient operation of the meeting, by expanding the radius of their activities. Let them know that it is easier and more efficient for you, the customer, to visit with them at the Official Convention Hotels. Resist meetings in other locations.

5. ***Purchase*** tickets for the Chairman's Luncheon on Convention Monday for members of your firm and for your suppliers. By doing so you will be supporting the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** In addition, greater industry participation in this function will enhance the stature of the ***Stanley O. Styles Industry Excellence Award.***

6. ***Provide NPTA*** with feedback regarding positive and negative aspects of the Annual Convention and suggestions for change.

For Manufacturers, Converters and Suppliers

1. ***Look*** upon the NPTA Annual Convention and Exposition as the premier opportunity to meet with a maximum number of customers and potential customers in a most economic and efficient way. Come prepared, organized and directed to get the most out of this event.

2. ***Participate in the Paper/Plastics & Allied Products Exposition*** by using booth space on the floor of the show to meet the greatest number of customers and potential customers.

3. ***Maintain*** hospitality suites in the ***Official Convention Hotels*** because it affords paper merchant customers the efficiency of visiting a maximum number of suppliers in a minimum amount of time.

4. ***Maximize*** your influence and presence at the Convention and Exposition by informing attendees of your products, services and the whereabouts of your company by advertising in the **only official** Convention publication: **MN's Official Guide to the 1987 Convention & Exposition**

5. ***Attend The Main Event*** on Convention Sunday at 10:30 a.m. Encourage your customers to attend. Do not schedule meetings to conflict with NPTA meetings, and attend as many meetings and workshops as is feasible.

6. ***Inform NPTA*** of your reception and other social plans, so that the Association can assist you in finding proper space. In addition, the Association can inform you of other supplier plans, so that conflicts do not arise with similar paper merchant groups that may be invited to receptions and other social events. NPTA is here to assist you so that all suppliers may derive maximum benefit from the events you schedule.

7. ***Purchase*** tickets to the Chairman's Luncheon on Convention Monday. It is the only "official" social event of the Convention. Attend the event yourself and invite your customers. Make it part of your Convention planning. In addition your attendance supports the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** A large turnout also will assist in enhancing the stature of the ***Stanley O. Styles Industry Excellence Award*** which will be presented at the luncheon.

8. ***Request*** badges for your official staff **only**. Unofficial badges given to merchant customers or others to avoid nonmember registration fees will result in embarrassment and suspension from participating at future Conventions. Don't forget, **only** paper merchants and manufacturers representatives are allowed to attend. End user customers are **not** welcome.

9. ***Provide NPTA*** with feedback regarding positive and negative aspects of the annual event and suggestions for change.

If any questions should arise regarding the above code of conduct, please contact John J. Buckley, Jr., NPTA president at 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

For information on exhibiting at the Paper/Plastics & Allied Products Exposition, contact: Ed Ruffing, exhibit manager, Scherago Associates, 1515 Broadway, New York, NY 10036; 212-730-1050.

To place an ad in the **Official Guide,** contact Richard J. Lerman, director of advertising, **Management News** magazine, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

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First Qtr. 1987 Accounts Receivable Performance: Paper Merchants vs. U.S.

Every several months, NPTA publishes information concerning accounts receivable trends, as measured by TRW's Information Services Division's "Business Payment Indexes." Receivables indexes were last covered in the April, 1987 issue of *MN*, and this article is an update. First quarter 1987 data has just been published and is presented in the table below, along with 1986 information.

Accounts Receivable—In Percents, Paper Distributors

		1987	1986			
		1st Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
Past Due	Current	40.6	66.0	67.8	67.0	67.1
	1–30 days	39.9	19.8	18.6	20.0	20.7
	31–60	11.2	7.2	6.2	6.0	6.3
	61–90	3.6	2.7	2.7	2.8	2.3
	90+	4.7	4.4	4.7	4.2	3.5

As shown in the table, there was a dramatic drop in the percent of paper merchant receivables classified as "current," from 67.1% to 40.6%, and a corresponding large increase in receivables due in 30 days. When TRW was called to confirm this figure, they stated that there was a statistically valid sample size to publish the figures, but that roughly $18 million less of receivables was represented by participants. It's very possible that this first quarter number will be revised later, and should be viewed with caution now.

As for TRW's overall outlook, they wrote, "Confirmation of the growing confidence in the durability of the slow but steady economic expansion is provided by the payment performance of U.S. business in this year's opening quarter. TRW's Business Payment Index improved markedly. The percent of accounts receivable that was current in the first quarter of 1987 rose to a seasonally adjusted 77.7%. An improvement of this magnitude was last seen in the first quarter of 1985." TRW expects that payment performance by U.S. business will remain strong and may even improve moderately for the rest of the year.

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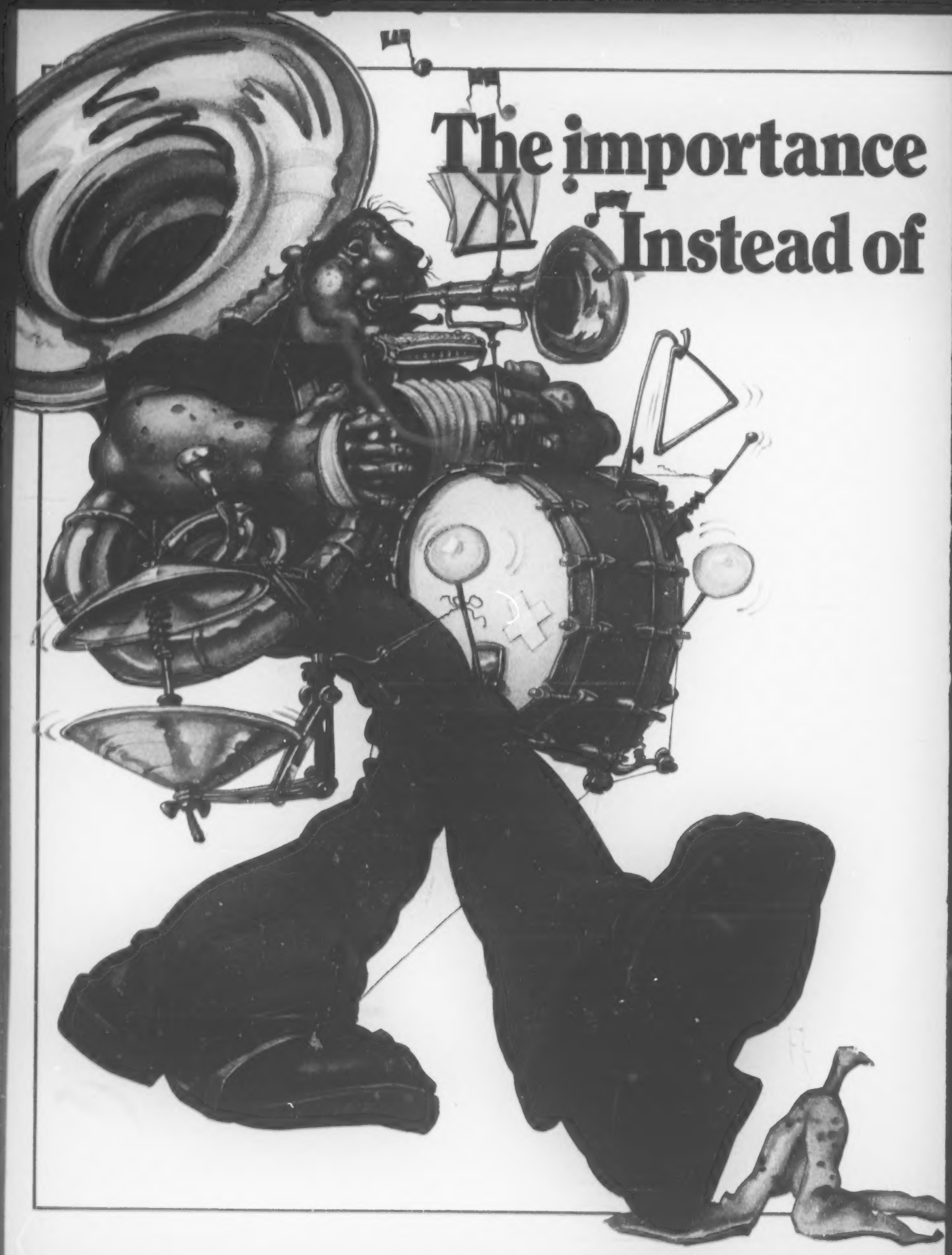
The importance
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ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well. doing too many things.

The Paper Giant certainly knows how to toot his horn. He seems to have everything that everyone wants in disposable products.

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He begins by selling through every distributor in town. The resulting price trenches send profit margins spiraling downward.

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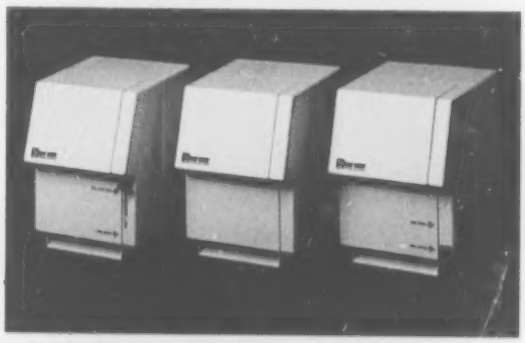

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The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Education Vs. Training: Is There a Difference?

If you ask somebody to compare education and training, the chances are good that you would be told that they are the same thing. While both involve somebody learning something, there are some basic differences.

Education implies learning on a broad scale, such as a course in economic theory, while training is learning the skills necessary to do a specific job. A person who has just graduated from college is, we hope, well educated. But when that person applies for a job, it will still be necessary for the employer to take the time (sometimes a considerable amount of it) to *train* that new employee in how the company operates and how to carry out the duties of his/her job.

Most jobs, of course, do not require the attainment of a college degree. No matter what the duties, training is still a necessity. Even a person coming to a job with many years experience in similar work will require a period of time to become familiar with the way things are done at the new company.

Training is not something that happens out-of-the- blue. It requires planning, time and effort, and few companies have full blown training departments to draw upon for their training needs—though *all* companies do have training needs! The lack of a training department will not be a major problem—if your company is a member of the NPTA. NPTA's Education & Training Department stands ready, willing and not only able but anxious to help any company that wishes to upgrade their employees' capabilities. (Keep in mind that knowledge in and of itself is not the purpose of job training. The goal is to get a person to *use* the newly gained knowledge in a productive way.)

There are many types of programs available to NPTA member companies. For full information, please contact Bruce Linden at NPTA headquarters, 111 Great Neck Road, Great Neck, NY 11021 or call 516-829-3070.■

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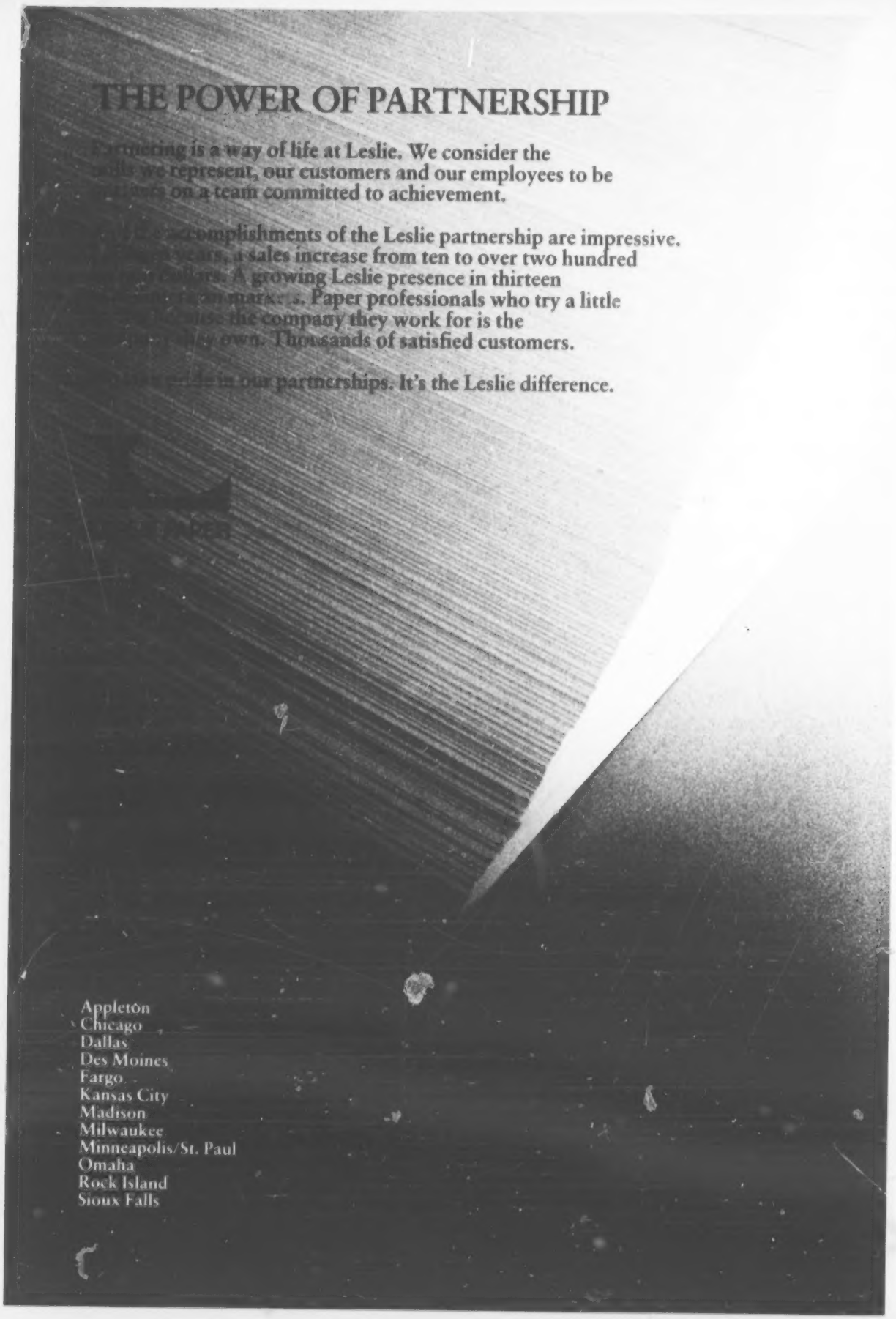
New Sales Training Publication Debuts

The National Society of Sales Training Executives (NSSTE) has started a new quarterly publication called *Sales & Marketing Training*. Editor and publisher Jim Rapp stated, "Along with the steady growth in sales training investment has come increased emphasis on professionalism in training. He added that *Sales & Marketing Training* will be "the vehicle for sharing not only new ideas in training, but also the knowledge gleaned from many years of experience represented in the Society." The focus of the journal will be on the practical and useful aspects of sales training in order to help its readers start using the ideas presented as quickly as possible.■

If You Ain't Sure, Call the Grammar Hotline

The English language, as a result of borrowing freely from so many other languages, does not rank among the easiest of languages to use—even if it is your native language. If you are composing a business letter, a report or some other type of written communication, and you find yourself having difficulty with grammar, punctuation, spelling or syntax, help may be just a phone call away.

The Grammar Hotline is a free service manned by graduate students, faculty members and retired teachers at colleges and universities around the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SEPTEMBER

14–17. *The Sixth Converting Machinery/Materials Conference & Exposition. For more information contact: National Expositions Company, 212-391-9111.*

16–19. *1987 Greeting Card Association Convention. For more information, contact GCA, 202-393-1778.*

19–22. *NPTA's Annual Convention and Exposition "Paper People Paths to Success," Atlanta, GA. Contact NPTA.*

28. *New England Paper Merchant's Association's Golf Outing. Contact Albin R. Johnson, Jr., 617-748-2272.*

OCTOBER

8–9. *TAPPI sponsors seminar on "Managing Change and Performance in the Paper Industry," Grand Rapids, MI. For more information contact TAPPI Headquarters, 404-446-1400.*

15. *Market Information—"How to Get it; How to Use it," Chicago, IL. Contact NPTA.*

18–23. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

4–6. *Trends in Paper Distribution Computerization Conference, Dallas, TX. Contact NPTA.*

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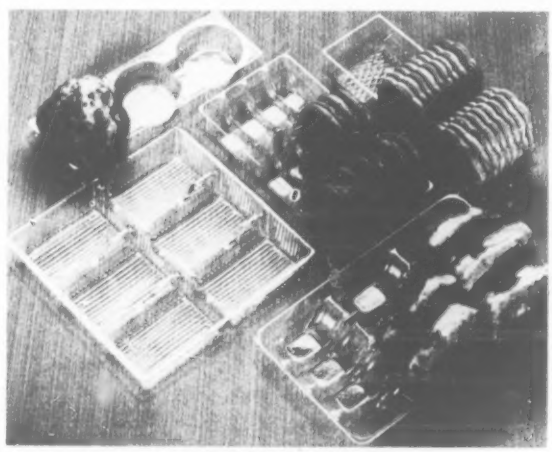

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country. Answers to short questions about any of the above mentioned topics will be provided to callers. If you would like to receive one free copy of the 1987 Grammar Hotline Directory, send a stamped, self-addressed (first class postage) business-letter-size envelope to Grammar Hotline Directory, Tidewater Community College Writing Center, 1700 College Crescent, Virginia Beach, VA 23456.■

Hammermill Bond: Very Much Alive at 75

When Ernst and Otto Behrend came to Erie, PA, in 1898 to start Hammermill Papers, their goal was to produce a quality bond paper made from sulphite pulp. Their main obstacle wasn't in producing the paper, but rather in getting the paper merchants of the time to accept it as a viable substitute for the expensive watermarked rag papers that were then in widespread use.

The Behrends rose to the challenge by developing a rubber roll process that made it possible to watermark their new paper at extremely high speeds. They then found themselves faced with another problem: every paper merchant wanted to carry Hammermill bond as a house brand with the house watermark. As the number of private brands reached about 200, the frequent machine shutdowns to change watermarks and the complications of maintaining inventories soon made it clear that another approach was needed.

Norman Wilson, then vice president sales, came up with the solution, one that established several major precedents in the industry. Hammermill Bond was turned into a single major line that was marketed by 29 leading paper merchants who became franchised Hammermill agents. But the most innovative idea that was adopted was one that was completely unknown to the paper industry at the time: *national advertising* in support of one major line. For the first time the public was made aware of the Hammermill name as well as new and effective ways

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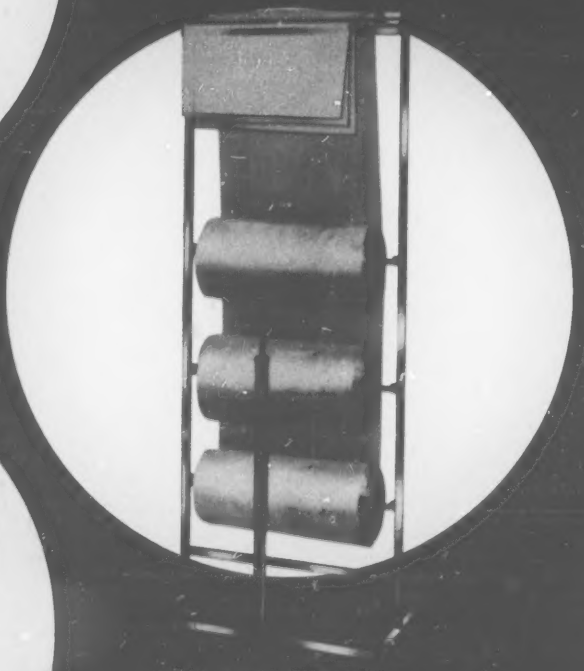

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to use fine quality bond paper. May 12, 1912 saw the first Hammermill advertisement appear in the *Saturday Evening Post*. In addition to the advertising aimed directly at the public, the company also advertised in trade publications.

By the 1920s, though rag papers still held on to a part of the market, sulphite bond papers accounted for 80% of sales to the printing and business market. Today, though Hammermill markets 28 different grades of paper, Hammermill Bond is still one of the leading brands on the market and, after 75 continuous years of advertising, probably the best known brand in the public's mind.■

David M. Donohoe, Harrisburg Paper Company's Salesman of the Year, receives congratulations from C. Ted Lick, president and CEO of Harrisburg Paper Company. Dave was the outstanding performer in Harrisburg's "Salute to Liberty" sales contest.

Sales People

Megan M. O'Connor has joined the sales staff of the Merchant Paper Sales Division of James River Corporation as specifications director for the New England area. The company has also appointed **Kenneth L. Watson** as a sales representative for the New England area, and **Gerald M. Tye** as a sales representative for the Midwest.

Sheila D. Eash has joined Amko Plastics as a sales representative for the Gulf States territory. She will make sales calls with Amko distributors' sales people as well as conducting sales meetings to meet Amko products and services. Amko manufacturers custom specialty plastic packaging for retail.

Charles C. Ragsdell has been appointed sales manager of Butler Paper Company's Little Rock, AR division. He will manage both the industrial and printing paper sales forces which serve Arkansas from both Little Rock and Fort Smith.

Scott Liedtke has joined Miami Paper Corporation as Midwest sales representative, based in Chicago. Mr. Liedtke was previously with Linweave.■

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Nostalgia: Not What It Used To Be

The paper distribution business is alive with people who have made a life-long contribution to the industry. Sam Marks recently celebrated a 50-year commitment to the paper business.

by Alan Rosenbloom, president Marks Paper Company

Sam Marks

Fifty years in the paper business is a wonderful achievement; most people are glad to get out long before. An exception to the rule is Sam Marks of Marks Paper Company, New Orleans. In June, he celebrated his 50th year in the paper business.

He began in the warehouse of Alco Paper Company at the excessive salary of $16 per week. Because of his many talents, he got a raise two months later of $4 a week. After serving in the Army during World War II, Sam began his own paper company which is operated today by a second generation of the family.

Sam has accumulated not only a wealth of knowledge, but also a great many humorous stories. Every paper man has had his share of unusual customers, and Sam likes to tell about one of his:

"One of my customers was Williams Deluxe Press here in New Orleans. Mr. Williams operated his shop with a deaf and dumb woman typesetter, two pressmen and a huge monkey who cut the paper. After one of the pressmen would position the paper in the cutter, the monkey would first turn the wheel to clamp the paper and then turn a wheel to bring the blade down. After completing the cycle of raising the blade and clamp, he would scream and jump up and down until someone would remove the cut paper and give him a peanut. The floor around the cutter was strewn with peanut shells. Apparently the old monkey got tired of working for peanuts, because one day, after someone left the front door open, he ran outside, where he was hit by a street car."

Sam once played the part of detective for one of his friends who was a lawyer. One of the lawyer's clients was a reclusive old lady who had stated that her $50,000 estate was to go to the Salvation Army. When the estate was about to be probated, a nephew came forward with a handwritten will that, he claimed, his aunt had given him, and which left everything to him.

The handwriting looked genuine, but the lawyer, as a last resort, called Sam in to examine the paper. Sam researched the watermark with Keith Paper Company and found out that this particular sheet had not been produced until six months after the death of the old lady. When the nephew was confronted with this new evidence he promptly withdrew his claim and was lucky that the court didn't pursue the matter.

Among the people who have shared their wisdom and knowledge with Sam over the years, and about whom he likes to talk have been:

Stan Styles, who started his career with Martin Cantine, an old line converter, and who was, for many years, with the NPTA.

Jacob (Uncle Jake) Kindleberger of K.V.P. Co., a great paper man and philosopher, who was happy to share his knowledge with his younger colleagues.

Eugene Bartley with Byron Weston, one of the best rag men in the business.

Herbie Van Alten, a sales representative with Minnesota Mining and Mfg. Co. "Van" sold Scotch Tape and, without a doubt, was the best salesman Sam ever met. "When he selected you to make cold calls with him, he did all of the selling," says Sam, "and 80% of the calls resulted in a sale. When "Van" retired in the early 1960s due to ill health, it took five salespeople to replace him."

Shorty Bouis, a paper broker out of St. Louis, represented Sorg and Badger in the midwest and south. Sam never knew what Shorty's first name was, but remembers that he was always willing to help a younger, less experienced, paper man.

Dave Smith, president of Wausau Paper Mills, could operate any position in the mill from the wood yard to the finishing room. Dave knew all of Wausau's customers on a first name basis and personally called them at least once or twice a year.

Dard Hunter, the historian of the paper industry, whose book, *Papermaking, the History and Technique of an Ancient Craft*, makes for fascinating reading. Sam asks that everyone in his employ read the book to learn about our industry and tradition.

To sum Sam up is not difficult: he loves the paper industry. Sam's favorite comment these days is, "I hope to be around a few more years provided I have all my marbles. This is my industry and my way of life."

Sam, we salute you for the years you have contributed to our industry.

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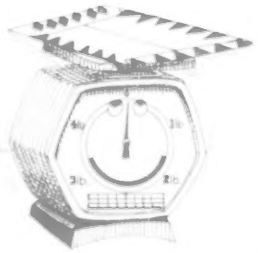
Envelopes of Tyvek® give you lighter weight for postage savings and greater strength for content protection. But don't take our word for it...prove it for yourself.

We want you to put an Envelope of Tyvek through its paces and see how terrific it really is. An Envelope of Tyvek weighs only half as much as a kraft envelope, yet it's many times as strong. Here are some exercises to help you prove it for yourself. Just pick up a 10" x 13" Envelope of Tyvek and you're all set.* Ready? Go!

1. GET OUT YOUR SCALES AND WEIGH IT.



You'll discover that a 10" x 13" Envelope of Tyvek weighs slightly more than a third of an ounce—.37 oz. to be exact. Now weigh a 10" x 13" envelope of 28# kraft. It weighs .74 oz., exactly *twice as much*. Next, weigh an envelope of 32# kraft—.85 oz., or almost *2-1/3 times as heavy* as the Envelope of Tyvek. You'll save money with an Envelope of Tyvek because its lighter weight can prevent your mailing from going into the next higher postage rate. You'll save even more with Air Mail Envelopes of Tyvek, because Air Mail postage increases every *half* ounce rather than every ounce.

2. TRY TO TEAR IT.

Go Ahead... try. Envelopes of Tyvek are made of spunbonded olefin by Du Pont and have twice the burst and tear strength of paper. You can pull and you can strain. You can huff and you can puff. But unless you're superhuman, you can't tear it. Think what that means—the contents won't be damaged or lost due to a torn envelope. That's more savings for you because it costs you time and money to replace lost or damaged material.

3. POUR WATER ON IT.

Put something really important into an Envelope of Tyvek. Your paycheck, for instance. Take a glass of water and pour all over it. Not a drop will penetrate—the water rolls off as easily as it would roll off a duck's back. Your check is absolutely safe and ready to go to the bank. Envelopes of Tyvek are chemical resistant, too, but you don't have to prove that for yourself. Just take our word for it.

4. CRAM IT FULL OF MATERIAL.

Fill an Envelope of Tyvek with catalogs, brochures, letters, reports. Come on, now... you can do better than that. Put another catalog or two in there. An Envelope of Tyvek can hold more than a kraft envelope ever dreamed of holding. That's because it stretches without tearing. Which brings us back to savings. Envelopes of Tyvek let you consolidate mailings into one envelope and take advantage of Priority Mail rates.

5. SEAL IT AND THROW IT AGAINST THE WALL.

Yes, you heard right. While it's still crammed full, seal it and throw it as hard as you can against the wall. Or drop it on the floor and stomp on it. Surprise! It didn't burst and the seal didn't break! So you can be sure that Envelopes of Tyvek will hold up beautifully in a rough-and-tumble mailroom.

You've proved it for yourself. The lightweight contender with the heavyweight performance knocks out all the competition and is the new mailing champion! Now that you've proved it, don't you think you ought to do something about it? To save money on postage, to give added protection to your mailings—order your Envelopes of Tyvek TODAY. They're available in both flats and expansions.

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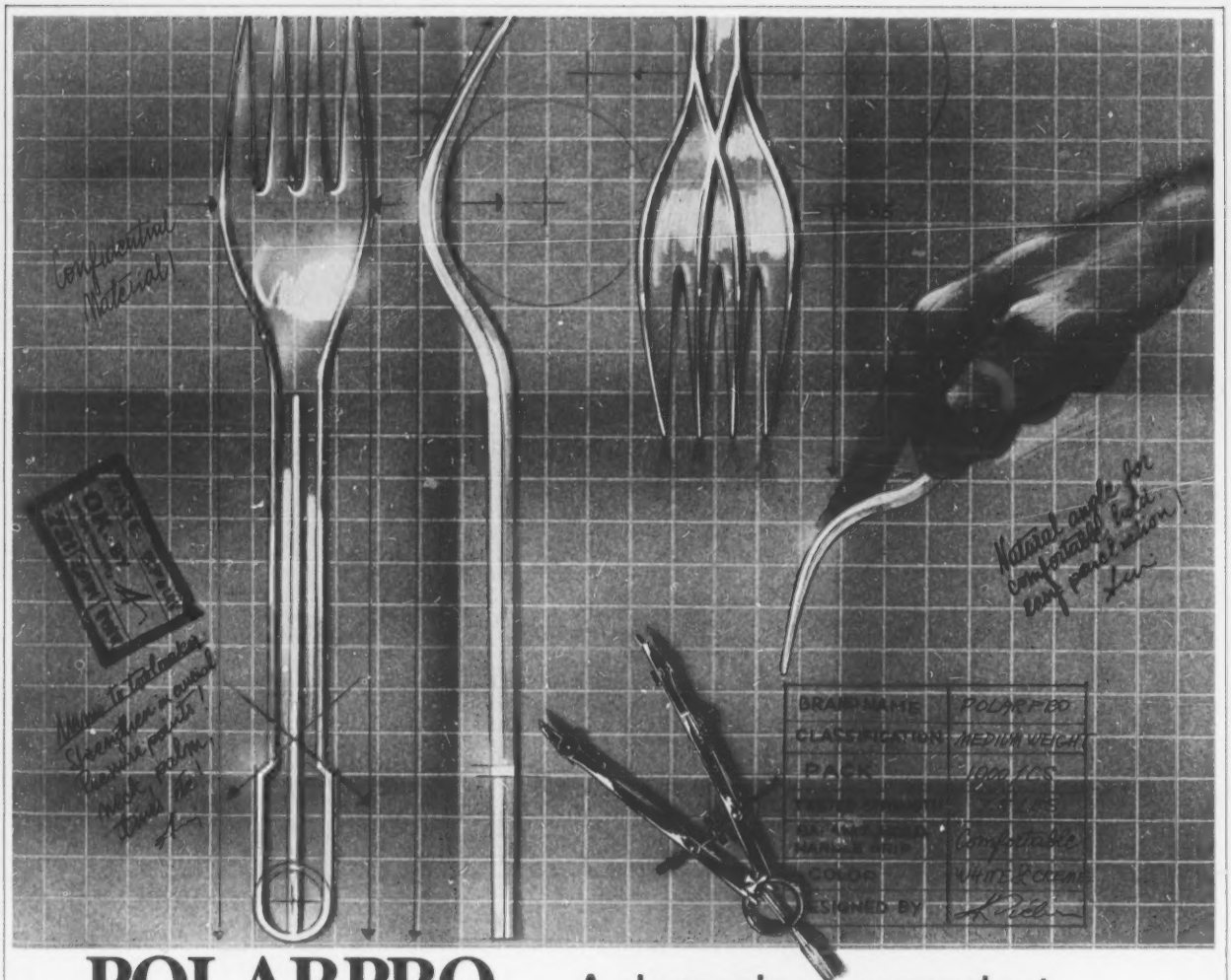

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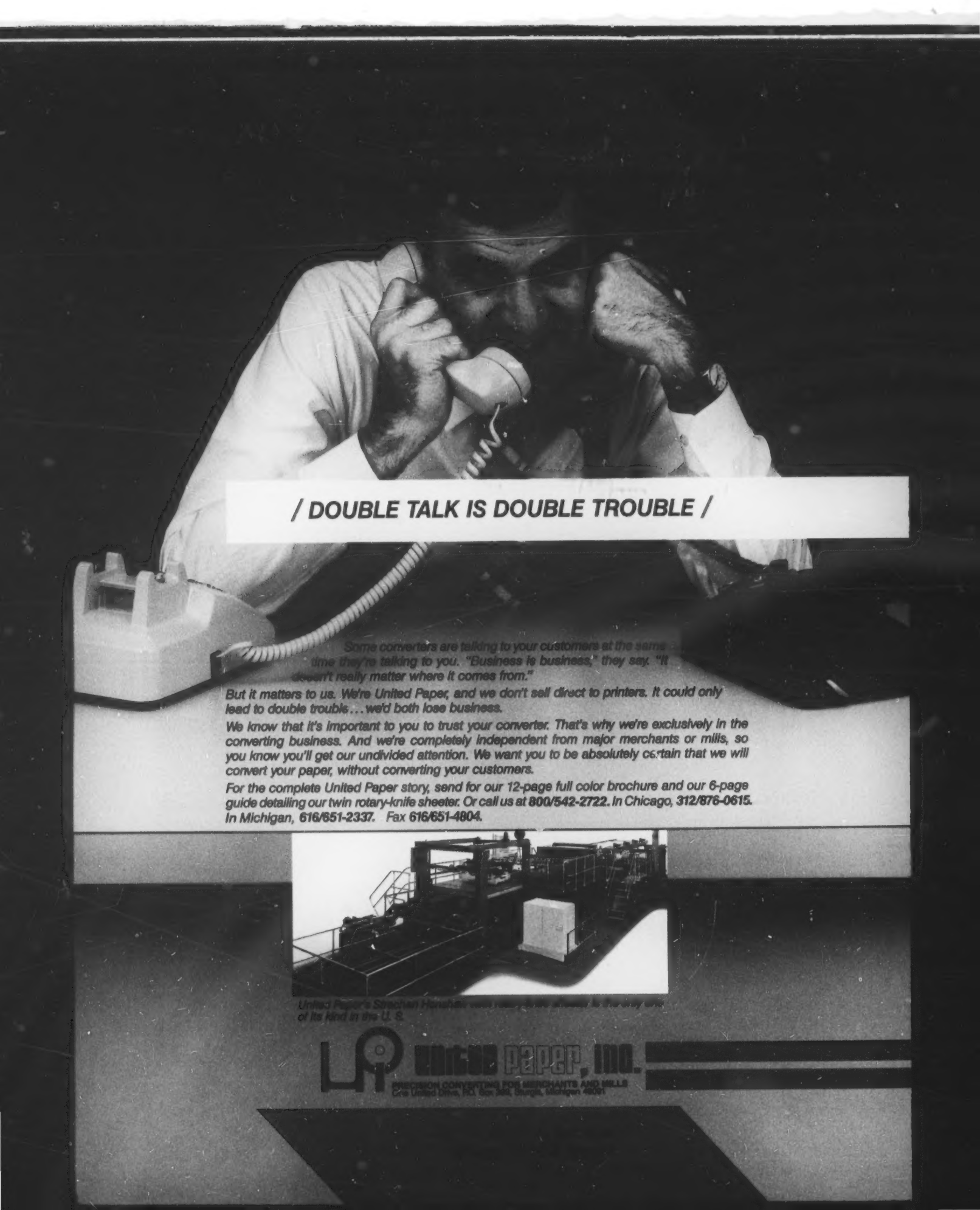

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Some converters are talking to your customers at the same time they're talking to you. "Business is business," they say. "It doesn't really matter where it comes from."

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CONVENTION '87 HIGHLIGHTS

Official Guide

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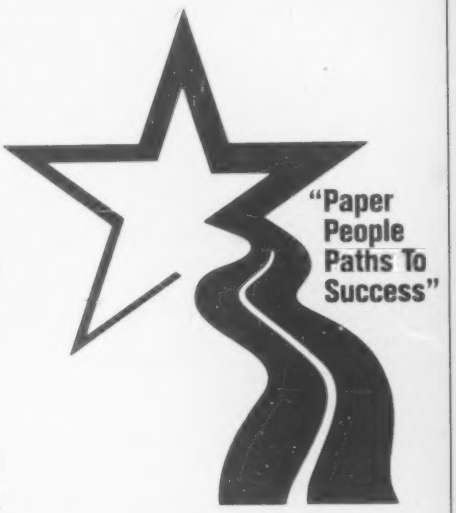
Saturday ▶

Sunday ▶

NPTA Official Registration Hours

1987 Paper People Paths to Success



There is a whirlwind of activities taking place at NPTA's Annual Convention in Atlanta. This largest gathering of the paper and allied products industry will help paper people on their paths to success.

Reach for the stars at the 1987 Annual Convention of the National Paper Trade Association! All paper people—merchants, manufacturers, converters and mill reps—together are making the 1987 NPTA Convention and Paper/Plastics & Allied Products Exposition the greatest in the Association's 84 year history. From September 19-22, 7,000 paper people in Atlanta, GA, are sharing in what has become the premier industry event.

Paths to Success

There are many paths that paper people may travel through their industry, but few "paths to success." The theme of this year's Convention and Exposition highlights the responsibility placed on the leaders of the industry to prepare the paths to success for their people.

Success does not come easy, nor is it handed to the seeker on a platter. Hard work is to success as gas is to a car. Without it, no one gets very far. "The responsibility that the industry leaders have," reports NPTA chairman Francis J. Houlihan, "is to show their people how to be successful. They must be shining stars that their employees will want to emulate."

Furthermore, industry leaders must give their people the tools to success. These tools can take many forms—sales training, up-grading of management skills, conference attendance, college courses, performance appraisals, specialized books and publications and compensation programs that are performance-based. These all give the executive's people the help they need to sharpen their skills, and the executive, a leg-up on the competition.

This year's program is filled with unique opportunities to meet, experience and learn about the trade—its trends and developments. As you join with your colleagues in the paper, plastics and allied products industry, take the time to participate in the many important meetings that are spread throughout this four-day event. Your time will be well-spent as you help yourself journey on your own "Path to Success."

The Main Event:

Hear Elie Wiesel, Nobel Peace Prize Winner, on Convention Sunday, September 20, at 10:30 AM in the Atrium of The Apparel Mart.

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The 1987 Convention & Exposition

Take advantage of all the great events happening at the NPTA Annual Convention and Exposition, September 19–22, 1987 in Atlanta, GA.

The National Paper Trade Association, Inc., and its Board of Directors welcome you to the NPTA "Paper People Paths to Success" 1987 Convention and Exposition!

The 84th Annual Convention & Exposition will feature more exhibitors, attendees and manufacturers/suppliers than ever in our history! There are numerous first time exhibitors displaying new and different kinds of products and services.

For those unable to attend, this Special Issue of *MN* will provide an invaluable glimpse into the activities, educational programs and new products displayed as well as who attended this year's convention.

This program will also prove valuable as a buyer's guide for future reference. It provides information on how to contact *all* of the key suppliers to the industry.

Exposition Management

The NPTA "Paper/Plastics & Allied Products" Exposition office is located in the Apparel Mart's Registration Area.

Photography

The official photographer may be used by exhibitors. Photographic services may be arranged by contacting the Exposition Management.

Special Events Desk

Tickets for all NPTA Special Events are available in the NPTA Registration Area. (Spouses' Program, Young Executives Forum and the Chairman's Luncheon.) Tickets for the "Return to Tara" cocktail reception Saturday evening will *not* be available on-site.

Message Center

A message center with a receptionist and a large message display board will be located in the NPTA Registration Area in the Apparel Mart.

For Your Dining Convenience

A Restaurant Reservation Desk is located in the Apparel Mart Registration Area. They will be happy to make reservations and offer suggestions on the wide variety of excellent restaurants in Atlanta.

The reservation service will be available from 8:00 AM—5:00 PM on Saturday, from 9:00 AM—4:00 PM on Sunday, and from 8:00 AM—12:00 Noon on Monday.

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COLONY
Envelope People

Suite Information

Suite location information may be obtained from the NPTA Information Center in the Apparel Mart Registration Area.

MN Magazine will distribute comprehensive daily lists of *all* official NPTA suite locations.

Registration

Registration will be held at the Apparel Mart, Atlanta, Georgia:

- Saturday, September 19, from 8:00 AM—5:00 PM
- Sunday, September 20, from 9:00 AM—5:00 PM
- Monday, September 21, from 8:00 AM—12:00 Noon

Exposition Hours

- Saturday, September 19, from 10:00 AM—5:00 PM
- Sunday, September 20, 11:30 AM—5:00 PM
- Monday, September 21, from 8:30 AM—12:00 Noon

Fees

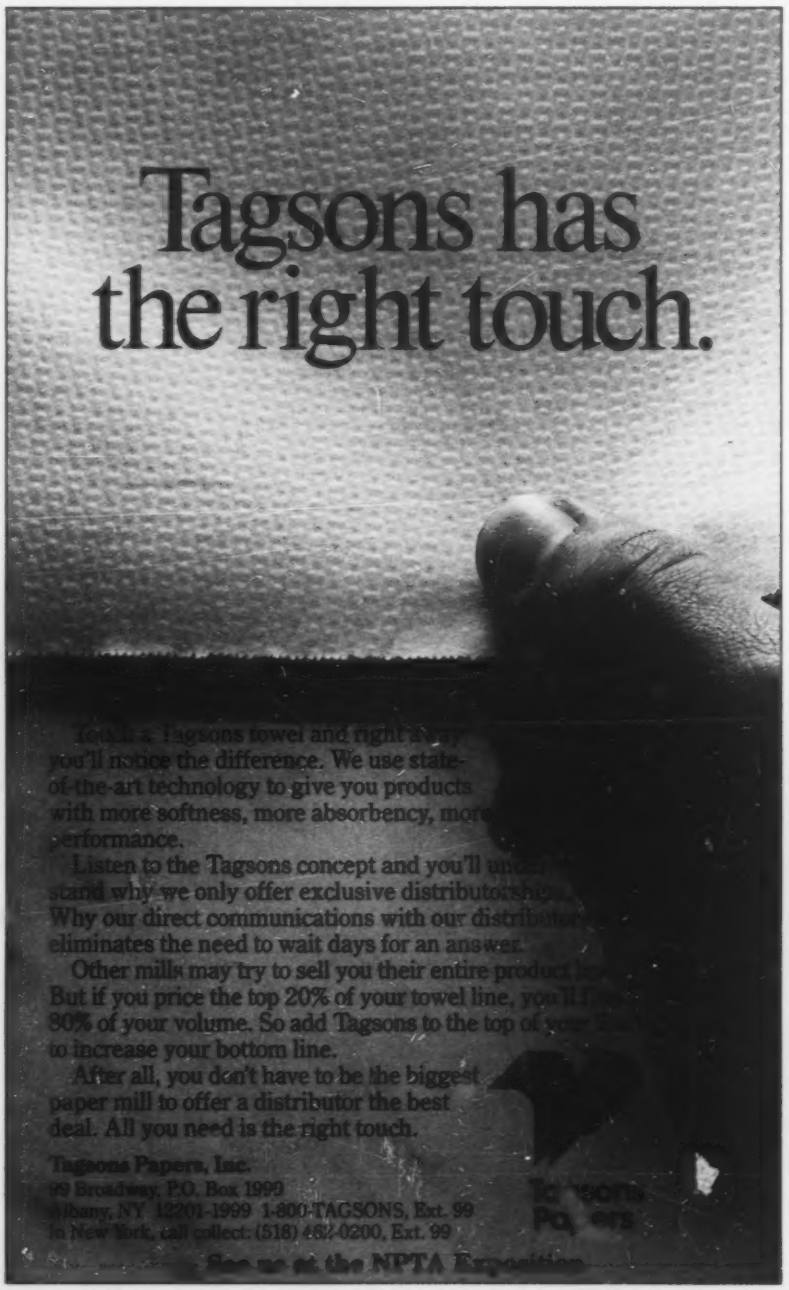
Members of NPTA and *1987 Exhibitors* pay *NO* fees for either Convention activities or the "NPTA Paper/Plastics & Allied Products" Exposition.

Non-members must pay an admission fee of *$55.00* per person for all Convention meetings and the Exposition. This category relates to all paper merchants who are not NPTA members as well as manufacturers' representatives. Admission badges may be purchased at the *"NON-MEMBER"* Registration Desk in the Apparel Mart.

Non-Exhibiting Manufacturers, Converters and other Suppliers must also register at the Manufacturers Registration Desk and pay a fee of $350.00 per company in order to attend. Five percent of the hotel room charge at Official Convention Hotels is being applied to offset Association Convention expenses.

NPTA Information Center

NPTA will operate a booth at the Apparel Mart in the Convention Registration Area featuring information on membership services and various products available. Memebership applications are available, as well as brochures on NPTA educational programs, publication catalogs, information on special NPTA statistical programs and a host of other services designed specifically for paper, plastic and allied products distributors. These programs help merchants to sharpen their competitive edge and lower their cost of operation.



While in Atlanta, take advantage of a suite opportunity.

Be sure to stop by Nashua's hospitality suite at the Atlanta Hilton & Towers during the NPTA convention. Along with a friendly atmosphere and refreshments, you'll meet some very merchant-minded people with exciting products to offer you — like Nashua's new Thermaprint® thermal paper for facsimile machines.

Nashua

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CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

F • R • I • D • A • Y

11:30 a.m. – 3:30 p.m.

Spouses Program

Rosalynn Carter

TOUR OF THE CARTER PRESIDENTIAL CENTER: We will begin our afternoon with a luncheon at the new Carter Presidential Center opened in October, 1986. Mrs. Rosalynn Carter, former first lady, will address the group following lunch.

After the luncheon and speech you will have time to visit the Presidential Library which has 70,000 square feet of high-tech, razzle-dazzle, manuscripts, photographs and folk art. See a 30-minute film on our former presidents and a presentation on the 20th century presidents and the major issues which confronted them.

Tickets are required: $45 per person.

NPTA Committee Meetings

All Day

NPTA's volunteer leaders meet to work on programs for the coming year:

- Printing Paper Division Committee 8:00 AM–12:00 Noon
- Industrial Paper Division Committee 8:00 AM–12:00 Noon
- Education and Training Committee 8:00 AM–12:00 Noon
- Management Information Committee 8:00 AM–12:00 Noon
- Young Executives Forum Steering Committee 8:00 AM–12:00 Noon

The NPTA Board of Directors will also meet to review ongoing programs:

- NPTA Board Meeting 1:00 p.m.–5:00 p.m.

VIDEO VIDEO

Visit the NPTA Video Booth Convention Registration Area Apparel Mart

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- See Leading Industry Programs
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Domtar announces a new direction for the fine paper business.

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The right resources.

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And at each mill, our experienced papermakers use their skills to convert Canada's abundant natural resources into the quality fine papers your customers demand.

The right products.

Domtar's U.S. product line has grown to meet the needs of your customers today.

It's based on our proven successes in manufacturing and marketing more than 500 grades of fine papers in Canada and around the world. Your choices include offsets, opaques and business papers in eight colors and a range of sizes, as well as C1S and C2S cover stocks. And all grades conform to U.S. standards for size, color, weight and packaging.

The right focus.

At Domtar, we concentrate our U.S. commitment where we're most able to excel—on those areas within a day of our mills.

We've located our headquarters in the heart of this territory—in Stamford, Connecticut. And we're offering customers nearby inventories, broad-line stocking programs, responsive support—and next-day delivery to dozens of cities throughout the region.

The right service.

Domtar's new U.S. team consists of a full complement of experienced sales, customer service, market development and technical support people.

With Domtar, they combine their outstanding abilities and expertise with our full range of sales and service support programs, including:

- High-impact, demand-building promotion and publicity campaigns
- 800-number merchant order service
- Domtar's PRESTIGE electronic order entry and tracking system
- Immediate availability of samples
- Experienced technical support service
- A full line of fine papers designed for the market

From trees to technologies, from products to people, everything Domtar is doing in America can help you win in your local markets. And we're ready right now to demonstrate how.

Call us today. Or during the NPTA Convention, stop by the Governor's Suite at the Westin Peachtree Plaza, and meet the Domtar team. Let's talk about a new direction for your fine paper business. Domtar Fine Papers, 600 Summer Street, Stamford, CT 06901 (203) 359-1160.

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CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

S•A•T•U•R•D•A•Y

10:00 a.m.–
12:30 p.m.

Stephen C. Zaremba

How Are We Excellent?

Westin Peachtree Plaza
Peachtree Ballroom (Park & Lane Sections)
Stephen C. Zaremba, Marketing and Sales Consultant
Chairman: Steve Ohrman, Vice President, Supplyways, Inc.,
A Young Executives Forum program: Open To All

Adding value to service, improving response time and being "customer-oriented" all help to answer the question: How are we excellent? Mr. Zaremba is a specialist in the many ways to improve your company's operation through adding value for your customers.

He will demonstrate how excellence may be achieved through extraordinary product availability, extraordinary customer cost efficiency, extraordinary administrative support and through the use of extraordinary technology.

Excellence in customer service is a key ingredient in any company's path to success. This session will help you on your way.

12:30 p.m. –
1:30 p.m.

YEF Luncheon

Tickets Required
Westin Peachtree Plaza
Henry Grady Room

This special luncheon for Young Executives Forum (YEF) members is an opportunity for up-and-coming managers to meet and share experiences.

Tickets required: $35 per person.

1:30 p.m.–
2:30 p.m.

YEF Workshop

YEF Members Only
Westin Peachtree Plaza
Henry Grady Room

In this closed session, Stephen Zaremba will present how young managers can take advantage of the techniques that he discussed in his general session.

Because this session and the YEF luncheon are closed sessions, information on joining the YEF may be obtained by contacting Bruce Linden at the NPTA booth.

Spouses' Programs

12:30 p.m. –
4:30 p.m.

ELEGANT ATLANTA: A smorgasbord of Atlanta architecture awaits the visitor on this tour, with the structures ranging from an imposing villa built between the two world wars to a humble plain style farmhouse dating from before the Civil War.

Tickets required: $37 per person.

1:00 p.m.–
4:30 p.m.

PRESENTING ATLANTA: You are invited to discover the changing, active world of Atlanta—a city moving to take its place among great cities. Your tour begins downtown, where you will see some of our country's most spectacular contemporary architecture.

Tickets required: $25 per person.

New Horizons in Industrial Packaging

3:00 p.m.–
4:30 p.m.

Westin Peachtree Plaza
Peachtree Ballroom (Park & Lane Sections)
Larry C. Chandler, Senior Vice President, Sealed Air Corporation
Jerome J. Kipness, Vice President Marketing, The Crowell Corporation
Donald L. Abbott, Senior Instructor, Michigan State University, School of Packaging
Chairman: James B. Brame, Jr., President, Brame Specialty

Larry C. Chandler

In 1984 the estimated merchant wholesale sales for packaging suppliers and equipment totaled over $4.7 billion. Because packaging has become so important to industrial and dual members, the NPTA Industrial Papers Division presents a discussion of the new types of

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SOLO QUALITY *With pride* we manufacture to highest quality standards using state-of-the-art technology. Our ongoing R&D keeps pace with your ever-changing needs.

RESPONSIVE SOLO SERVICE Solo products are available nationwide through a network of distribution centers. Your nearby Solo Rep will assist with *all* your needs.

Premium Quality, wide variety, dependable service – all at fair prices – add up to *VALUE*. And **the name for value is SOLO.**

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CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

S•A•T•U•R•D•A•Y

Continued

Jerome J. Kipness

product opportunities available for merchants. Three knowledgable supplier executives will discuss product trends in corrugated products, cushioning materials and films and tapes. In these discussions they will include how the products can be used, how they can be sold and some of the prospects for the future. With the technology of packaging exploding into new areas never before thought possible, this session will assist you in becoming more aware of just what is on the market and what will be on the market in the near future. The program will also allow you the opportunity to stretch your imagination in providing these new kinds of packaging to your customers.

This exciting subject will be discussed by three men who are experts in this area. Mr. Larry C. Chandler, Senior Vice President of Sealed Air Corporation, and Mr. Jerome J. Kipness, Vice President, Marketing of the Crowell Corporation, who will discuss where they see these new trends going and Mr. Donald L. Abbott, Senior Instructor, Michigan State University School of Packaging, who will discuss this subject from both the technical and social points of view.

Return to Tara Reception

6:30 p.m.–8:00 p.m.

Apparel Mart Atrium
Tickets Required

Return with NPTA to the Old South. Return to the days of beautiful plantation homes and gardens and a less complicated way of life . . . *Return to Tara.*

Recapture the ambiance of the Old South with a majestic setting of an antebellum mansion and its formal garden fountains, representing the charm and graciousness of the past in all its former glory.

Everyone who pre-registers will be invited to attend this magnificent reception in the building that houses NPTA's Paper/Plastics & Allied Products Exposition. Only merchants who pre-register (members and non-members) will be sent free invitations.

All suppliers who are exhibiting in the Show will receive three free invitations to the reception. All suppliers occupying hospitality suites in official NPTA hotels will also be sent three free invitations.

No tickets will be available on-site.

Fleet Lease Evaluation

Westin Peachtree Plaza
Tower Meeting Rooms

Charles Ditolla & Associates join the growing list of management services provided by NPTA to the membership.

With many years experience in the leasing industry, Mr. Ditolla has become a recognized expert in the fleet leasing and the negotiating of fleet leases.

By appointment, during the convention, member firms will have their current fleet lease contracts evaluated.

Make the most from your convention participation. Get this important company analysis done at no charge.

To make arrangements to talk with Mr. Ditolla, contact the NPTA booth in the registration area.

Perceptions: A Way To Measure Customer Attitudes

Westin Peachtree Plaza: By Appointment Only

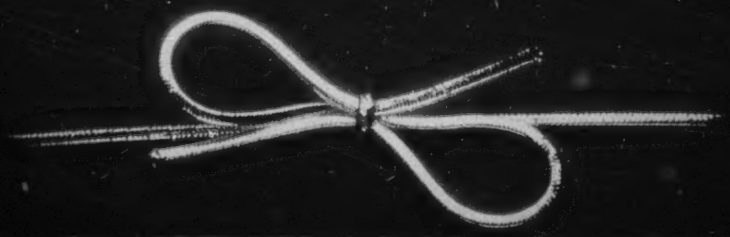
NPTA announces a new service that will allow paper merchants to find out what their customers think about their firms. Customer attitudes influence buying decisions. Before you can change customer attitudes, you must know what they are.

Denis Healy, a well known paper distribution marketing consultant has created "PERCEPTIONS," a customer attitude evaluation program, to do just that. A program, such as this, developed on an individual company basis *could* cost many thousands of dollars. Because it's offered on an Association-wide basis, the costs have been *significantly reduced.* Such a powerful program is now within the reach of *most* paper merchants.

Learn more about it! Dr. Healy will be available for individual meetings with your company representatives during the Convention to explain the program, discuss your customer attitude situation and answer any questions you might have. There is no cost or obligation.

Please call John J. Buckley at NPTA Headquarters (516-829-3070) to schedule a meeting time with Dr. Healy, or drop by the NPTA booth to make an appointment.

We'll tie up everything but your time and money!



Please visit us at Booth 740

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Quick, easy and beautiful gift package decorating is sought by retailers and manufacturers nationwide. Stretch loops just "snap on" for a perfect package every time. Retailers and manufacturers relish our items because there is no waste or labor—they are economical. And all our items are held in stock ready for immediate delivery. Please call or write today for more information.

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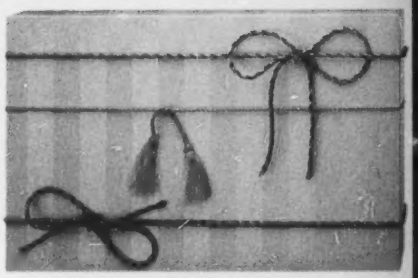
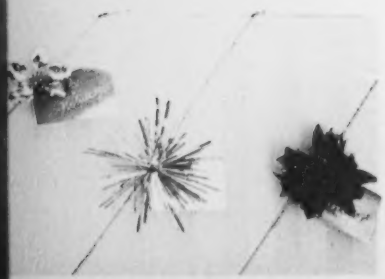
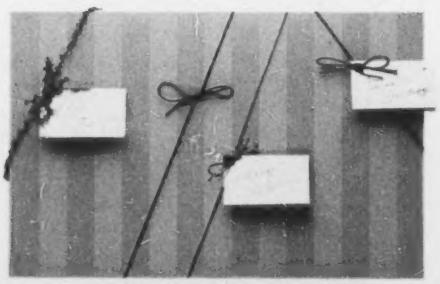


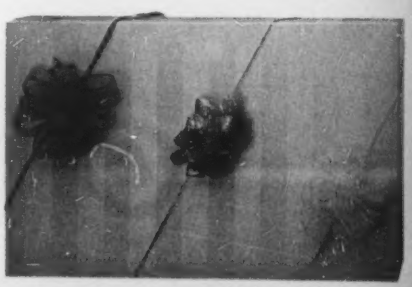
Cords and Tassels



Package Decorations



Stretch Loops and Cards



Bow-A-Ribbon™

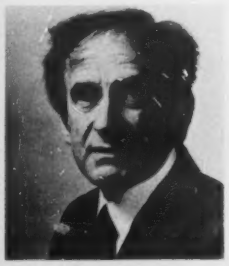
CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

S • U • N • D • A • Y

10:30 a.m.–
12:00 noon

The Main Event

Apparel Mart
Atrium
Keynote Speaker: Elie Wiesel, Nobel Peace Prize Winner
Featured Speaker: Allen F. Jacobson, Chairman of 3M
Chairman: Francis J. Houlihan, President, Fleetwood Paper Co.



Elie Wiesel

Allen F. Jacobson

Francis J. Houlihan

Always a most informative program, this year's Main Event will be highlighted with a presentation by the 1986 Nobel Peace Prize winner, Elie Wiesel. Dr. Wiesel's remarks should not be missed. His vast experiences in international affairs made him a much sought-after advisor. U.S. presidents and leaders of other countries continue to seek his counsel.

The Main Event will also bring Convention attendees a report from NPTA's chairman of the board, Francis J. Houlihan. Mr. Houlihan's message, "Paper People Paths to Success," will demonstrate the need we all have to work with our people to make them all they can be.

Allen F. Jacobson, chairman of 3M, a career man who gives listeners an enlightened perspective on business, brings an important message to convention-goers.

That message is rooted in the past with a firm grasp on the future. 3M, with over $8 billion in sales and 85,000 employees around the country and the world, has been one of America's leading innovators. The company now produces some 50,000 different products ranging from microfilm readers to blood filtration systems to tape of every description—from adhesive to magnetic.

Come hear these important presentations. The time is right. *(Our mill friends are requested to have their breakfast meetings completed by 10:30 a.m. so that all may attend The Main Event and hear Elie Wiesel and Allen Jacobson.)*

12:00 noon–
12:30 p.m.
Immediately following
The Main Event

NPTA Annual Business Meeting

NPTA Members Only
Apparel Mart
Atrium
Presiding: Francis J. Houlihan, President, Fleetwood Paper Co.

The Annual Business Meeting of the National Paper Trade Association is an opportunity for members to learn of the activities of the Association in the past year. It is also a time to help forge the direction the Association will take in the industry. New board members and officers will be elected at this meeting.

SPOUSES' PROGRAMS

CHOOSE ONE

10:30 a.m.—
3:30 p.m.

- City of Homes, Newnan, Georgia—with lunch

OR

- City of Homes, Newnan, Georgia (repeat)—with lunch

12:30 p.m.—
5:00 p.m.

(The timing of this program allows those who wish to attend "The Main Event" feature Nobel Peace Prize Winner Elie Weisel in the morning time to do both.)

There is a place near the most important business center in the South that offers a quiet charm and graciousness recalling bygone days. The place is Newnan, in Coweta County. Serene neighborhoods abound. In the 1920s, Newnan had more millionaires per capita in residence than almost any other community in the nation.

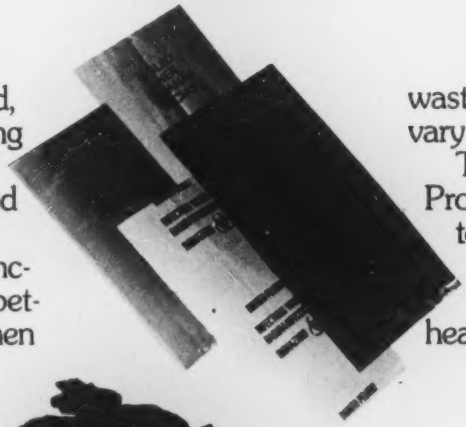
A day in Newnan offers you a tour of at least two of the homes of Greek Revival and Victorian architecture circa 1840–1916. The interiors have been restored where needed and the furnishings are beautiful. Also to be seen is the Male Academy Museum, operated by the Newnan-Coweta Historical Society and featuring changing exhibits.

Tickets required: $40 per person.

HERITAGE SHOW-STOPPERS '87

Stop by our booth at the show and see the most diversified range of can liners available.

Improved SUPER-TUFF KART PAK® can liners are made from a special mineral-reinforced thermoplastic for premium strength. Designed to fit utility carts in hospitals, institutions and other healthcare facilities. Also fits most maid and janitorial carts. Improved Easy-Tear perforation allows single bag dispersement, eliminates random usage, pilferage and time consuming folding and counting. Lightweight for easy handling, compact size requires less storage space.



DuraSeal® liners are imprinted, color coded bags for the handling of contaminated waste. Made from a special mineral-reinforced thermoplastic film, individually folded, DuraSeal bags resist puncture and abrasion failure much better than ordinary bags. Even when waste and storage temperatures vary widely.

Their design is special, too. Properly sized gussets in bag bottoms don't leave pressure points that cause other bags to tear. So DuraSeal bags hold up under heavier loads.

With the RIGHT-SACK® SYSTEM of color-coded bags, colors mean sizes. When a full green bag comes out, a new green bag goes in. The system is available in five colors and clear, all individually folded. Five sizes fit any container properly (8, 20, 32, 44, 56 gals). Rated 75lb liquid capacity and 100lb dry capacity according to Federal GSA specifications. *RIGHT SACK'S are guaranteed not to leak!* Nothing else can compare.

HERITAGE BAG COMPANY

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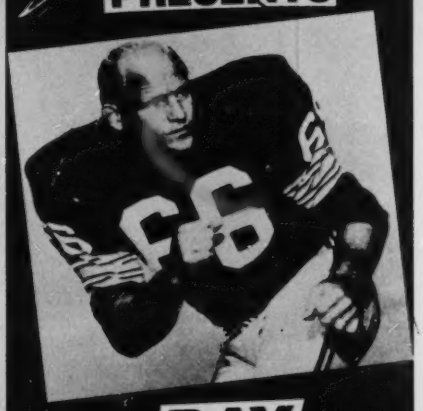

RAY NITSCHKE

Ray Nitschke, former Green Bay Packer Football Star, will appear in Freeman Paper Booth #1010 at the National Paper Trade Association Convention in Atlanta, GA, September 19-20.

Nitschke will discuss "Freeman and Football" with visitors to the Freeman Paper Booth.

A Star Linebacker, enshrined in the Pro Football Hall of Fame, Ray was voted Outstanding Linebacker in the last 50 years of the National Football League.

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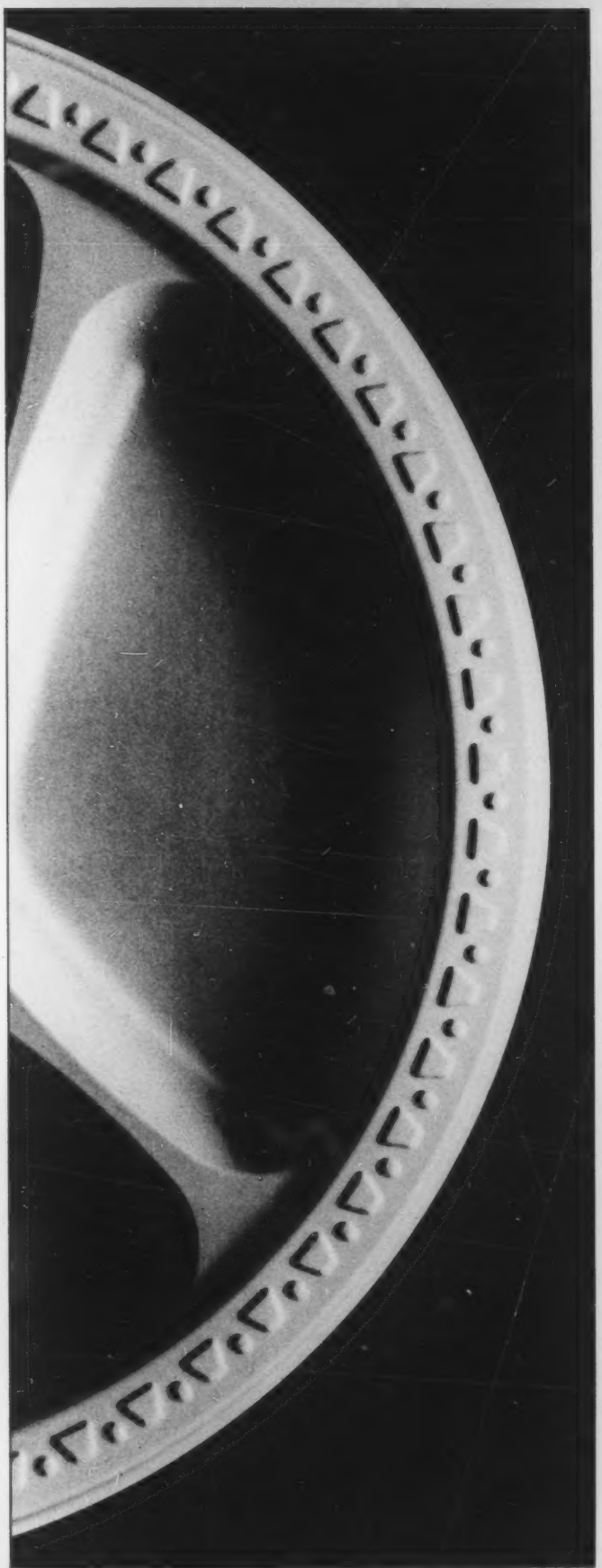
SNEAK PREVIEW

What you see to your right is just a taste of the innovative, profit-minded ideas in single-use food service products you'll find at Booth 503. The Nyman booth.

We promise you the whole picture will definitely be worth viewing. As a matter of fact, you could call it your picture of profitability.



Nyman®

Booth 503

CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

M•O•N•D•A•Y

9:15 a.m.–10:15 a.m.—Continental Breakfast
9:15 a.m. – 11:30 a.m.

Spouses' Program

Hyatt Regency Hotel
Cairo Room

"THE REAL COKE, THE REAL STORY": Staff writer, Thomas Oliver, goes behind the scenes at Cola-Cola and explores its decision to change Coke's formula.

What better place to hear the Coke story than in Atlanta, GA, the home of the "Real Thing."

The program beings with an elegant Continental Breakfast.

Tickets required: $20 per person.

10:00 a.m.– 11:30 a.m.

Business Papers and Hard Copy Supplies Market Forecast

Westin Peachtree Plaza
English & Confederate Rooms
Charles E. Case, Director HCS Market Requirements Service, CAP International
Chairman: Frederick J. Stabbert, Director of Business Development, Hammermill Distribution Group

Charles E. Case

Part of paper distribution's future lies in filling the needs of those who produce printed materials and are not commercial printers. New technology has turned many in-house publishers into high-volume printers.

Charles Case will share the survey and analyses done by CAP International—a leading research organization that tracks changes in the graphic arts industry and is one of the fastest growing companies in the country. His organization has supplied information or has done studies for most of the major paper mills.

Case will review the growth in office automation and its use of paper, business papers market forecast, equipment and technology trends, the buying habits of printer and copier users and the newly emerging distribution trends—with an eye toward opportunities for paper merchants.

This program is brought to you by the Printing Paper Division of NPTA.

The Chairman's Luncheon

12:00 noon–12:30 p.m. Reception (cash bar)

12:30 p.m. – 2:30 p.m. Meeting (tickets required)

Hyatt Regency Hotel
Regency Ballroom
Honoree: Lawrence H. Boling
Featured Speaker: President Gerald R. Ford
Chairman: Fredrick J. Stabbert, Director of Business Development, Hammermill Distribution Group

What has truly become a prestigious industry event, the NPTA's Chairman's Luncheon welcomes all Convention attendees. By viture of its size and the high-caliber of its speakers, the Chairman's Luncheon is also the time when the Stanley O. Styles Industry Excellence Award is given to an outstanding industry leader.

Lawrence H. Boling

Lawrence H. Boling, president of Consolidated Papers, Inc., Wisconsin Rapids, WI, will be honored as this year's recipient of the prestigious Stanley O. Styles Industry Excellence Award for 1987. The presentation of this award has become a momentous occasion for the paper and plastics industry. Larry Boling joins a distinguished group of winners including Willilam Zellerbach, Albert Duval and Howard Ris.

President Gerald R. Ford

The featured speaker for this important event will be president Gerald R. Ford. President Ford played a unique part in the history of our country and his presentation will be a revealing look inside the presidency for all who attend.

Impact of Technology on the Paper and Plastics Distribution Industry—1987–2000

2:30 p.m.–4:00 p.m. Following the Chairman's Luncheon

Hyatt Regency Hotel
Continental Ballroom
Arthur Andersen and Co.
Chairman: John F. Church, Jr., President of Cincinnati Cordage and Paper Co.

Critical issues facing paper merchants in these industries are the

Put your reputation on our line.

Whether you run a business that's judged on how clean it is, or actually do the cleaning, you can trust the line of commercial cleaning products from Texize.

Texize gives you a full line of hard surface cleaning and laundry products, many of which can be used for a variety of cleaning tasks... and almost all of them are ready to use so you don't have to spend time mixing concentrates and diluting with water.

And when you buy from Texize you're buying more than forty years of expertise in developing cleaning products. Nobody gives you a better line of products, or works harder at keeping your reputation spotless.

For more information on Texize commercial cleaning products, or the name of a Texize dealer near you call 1-800-DIAL TEX (1-800-342-5839).

That roar you hear is Georgia-Pacific's Printing Paper Division —on the move!

A few years ago our Printing Paper Division was a modest factor in the fine paper market. Today all of that has changed. Georgia-Pacific is now the fastest growing company in the fine paper market segment. Last year alone our sales increased by almost 50 percent.

1983-440,000 TPY

1984-540,000 TPY Crossett #2

1985-655,000 TPY - Crossett #1

To achieve this unheard-of growth has called for a major investment in mills, machinery and people. Beginning in 1984 our #2 machine at Crossett, Arkansas, was totally rebuilt. In 1985 we installed an entirely new Escher-Wyss paper machine at this same mill. Coincident with this activity, major investments were made at our mills in Woodland, Maine; Kalamazoo, Michigan; Taylorville, Illinois; Reading, Pennsylvania; and Gilman, Vermont.

In 1986 we invested $200,000,000 in equipment and mill improvement.

On April 19, 1986, our new Valmet machine went on stream at Port Hudson, Louisiana. One of the largest fine paper machines in the world, it covers two city blocks and boosted G-P's total printing paper capacity

to 900,000 tons per year.

And now, we are taking another giant step. At a meeting of G-P senior management held early this year the decision was made to install a second Valmet machine at Port Hudson. When it goes on stream in 1988 it will increase our total capacity to over 1,200,000 tons of fine paper per year.

In just 5 years G-P has almost tripled its printing paper capacity.

With the addition of our second Valmet machine (Port Hudson #4), Georgia-Pacific will become the second largest producer in the uncoated printing paper market. And, we're not through yet.

What does all of this mean to you—our customer? For one thing it means that Georgia-Pacific is able to offer you a combination of product and service that sets new industry standards.

1986-910,000 TPY Port Hudson #3

1988-1,210,000 TPY Port Hudson #4

A complete line of uncoated printing paper.

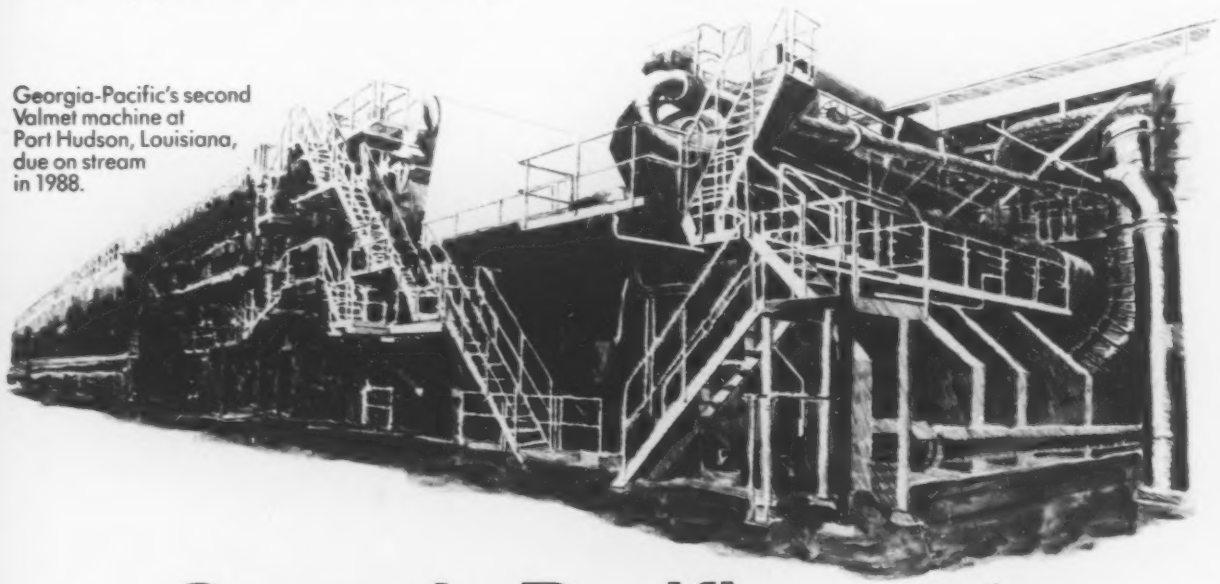
Premium opaques. Safety papers. Publishing grades. Forms bond. Envelope papers. Technical and specialty grades. Our top of the line Hopper Cover and Text. And most recently, our new Spectrum line of offset and copier papers.

What's more, new Spectrum is one of the most heavily *advertised* brands in the entire printing industry. To back up our new products and new capacity, Georgia-Pacific is also offering inventory, stocking, delivery, customer service and marketing programs that are second to none.

A commitment fulfilled.

A few years ago we made a commitment to the industry and to you that Georgia-Pacific would become a major force in the uncoated printing paper market. We've backed this commitment with hard work and cold cash.

Now it's all coming together. And the winner is *you*.



Georgia-Pacific's second Valmet machine at Port Hudson, Louisiana, due on stream in 1988.

Georgia-Pacific

GP

Printing Paper Division

THE GROWTH COMPANY

CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

M•O•N•D•A•Y

Continued

Kent Swanson

need to improve asset management and productivity as well as reducing distribution costs.

The new marketing possibilities of the '90s must be realized at costs no greater than today, and probably less.

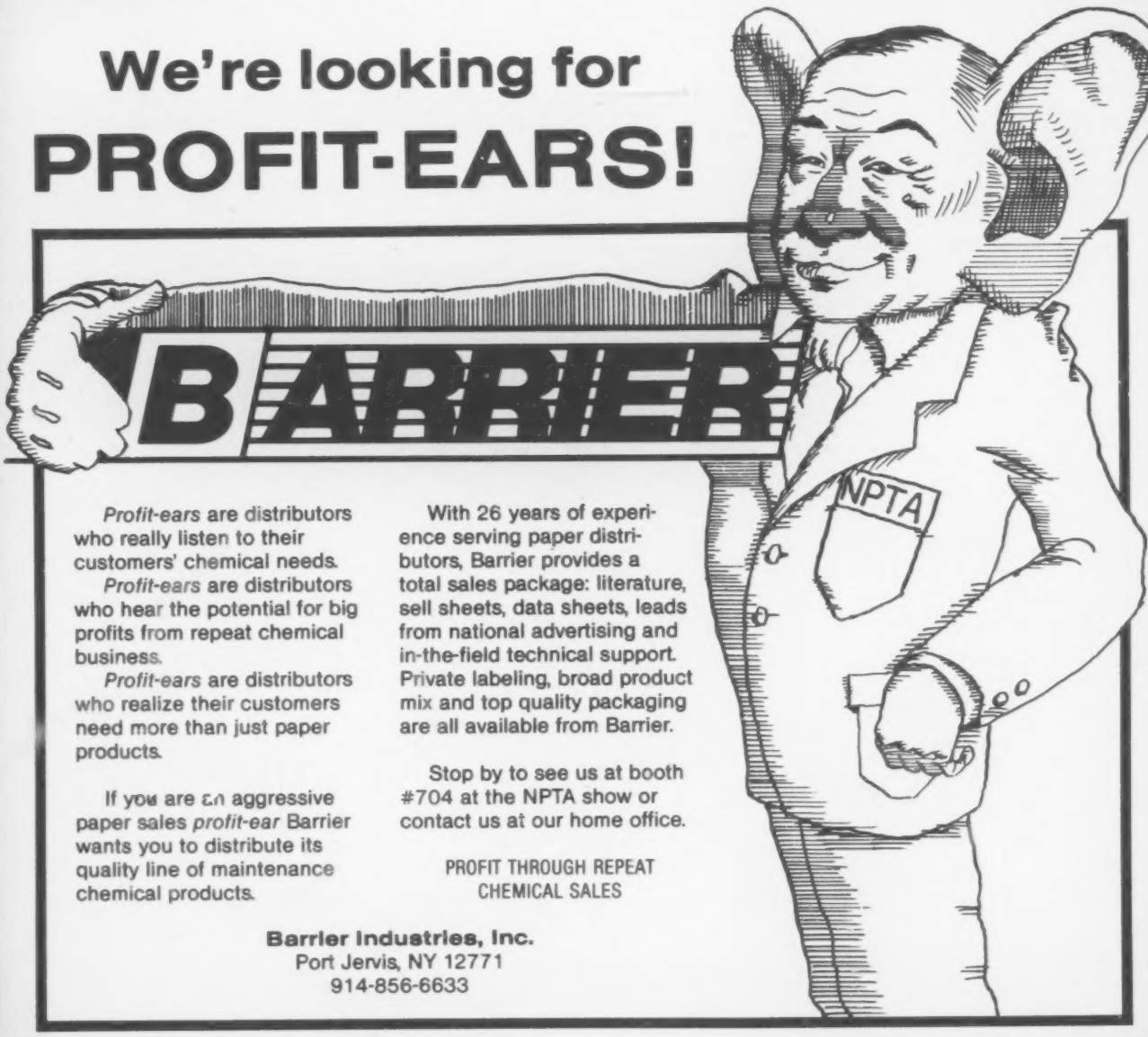
This presentation will share with the audience, for the first time, the results of a landmark study conducted for the Paper And Plastics Education Research (PAPER) Foundation by Arthur Andersen and Co. on how personal computers, telecommunications and scanning technology will be applied to these important management issues.

The impact of other developments in the computing environment such as networks, decision and support systems and artificial intelligence will also be considered.

All executives in distribution, both mill and merchant, will be affected by these developments. They should hear the findings of the most important study ever conducted in the industry.

Steven M. Samek

We're looking for PROFIT-EARS!



Profit-ears are distributors who really listen to their customers' chemical needs.

Profit-ears are distributors who hear the potential for big profits from repeat chemical business.

Profit-ears are distributors who realize their customers need more than just paper products.

If you are an aggressive paper sales *profit-ear* Barrier wants you to distribute its quality line of maintenance chemical products.

With 26 years of experience serving paper distributors, Barrier provides a total sales package: literature, sell sheets, data sheets, leads from national advertising and in-the-field technical support. Private labeling, broad product mix and top quality packaging are all available from Barrier.

Stop by to see us at booth #704 at the NPTA show or contact us at our home office.

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America's largest producer
of ribbons and bows
has now added . . .
METALLIC RIBBONS
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CONVENTION REGISTRANTS ARE WELCOME TO ATTEND ALL MEETINGS (EXCEPT AS NOTED)

T·U·E·S·D·A·Y

9:30 a.m.–
11:00 a.m.

Dennis Zegar

Substance Abuse: Paper People Paths to Failure

Westin Peachtree Plaza
Henry Grady Room
Dennis R. Zegar, Vice President, government service, National American Wholesale Grocery Association
Chairman: John J. Buckley, Jr., President of NPTA

More attention than ever before has been focused on the overriding significance to our society of substance abuse.

There is no faster path for personal and company disaster than substance abuse by any type of company employee. This is a problem that can travel to every part of your firm.

Paper distribution managers are examining the manner in which this concern affects their organization. This important session will discuss in detail issues such as how to recognize the problem, drug testing, employee assistance, union-management cooperation, legal issues and other subjects of concern. A corporate policy and employee communication material will be the cornerstones of all company programs.

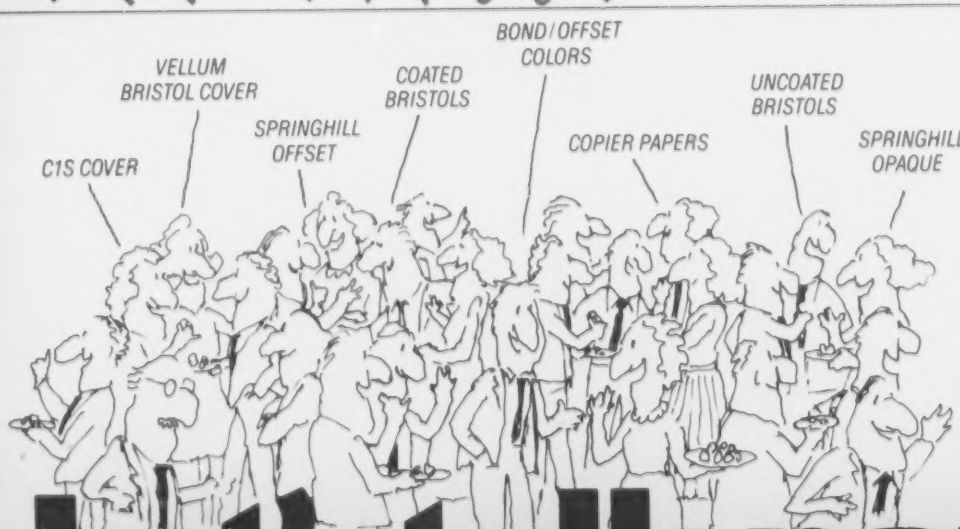
Come learn how to keep your employees on the path to success.

1988 IS JUST AROUND THE CORNER!

PLAN NOW TO ATTEND THE NPTA ANNUAL MEETING & PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION

HYATT REGENCY CHICAGO

September 17 – 20, 1988



WE'VE GOT A LOT TO TALK ABOUT.

International Paper

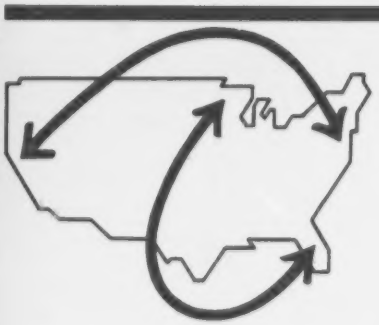
Let's talk paper

Drop by our hospitality suite at the Westin during the NPTA Convention.

PROFESSIONS INC.

The Recruiting Specialists...

Executive management of paper merchant houses know where to turn when they need help in filling important positions. Specializing in sales, middle management and top executive positions, Professions Inc. can tailor a search program to meet your needs.



Professions Inc. is a 14 year old recruiting firm specializing in the paper distribution industry with emphasis on flexible packaging, fine paper and industrial supplies. Professions has placed over 300 people in these areas since 1981—from New York to California, Minnesota to Florida. 80% of those placed were experienced in the paper merchant trade, the remainder were from manufacturers serving paper merchants.

To find out how you or your firm can benefit from our services contact Carl Coco, Jr., CPC, Executive Vice President or Philip R. Gross, CPC, Vice President.

PROFESSIONS INC.

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NPTA Convention News 1987

Go-Jo Industries Introduces New Hand Cleaner at Show

For more than 40 years, Go-Jo Industries has been producing waterless hand cleaners. The company has announced a new addition to their product line—a heavy duty cleaner called GO-JO Pumice Plus, which combines emulsifiers with extra fine pumice. The product will remove grease, tar, carbon black, adhesives and resins. Additional information can be obtained by writing the company at P.O. Box 991, Akron, OH 44309, or calling 800-321-9647. Ohioans can call collect 216-920-8100.

Pollock Paper Appoints Four New Officers

Four new officers were appointed at last spring's annual management meeting of Pollack Paper Distributors, Dallas, TX. The new officers—Thomas Youngberg, vice president - manufacturing; Sanford Jacobs, vice president - operations; Lawrence Pollack III, vice president - marketing; and Louis Cohen, vice president - merchandising— will all serve on an executive committee that will plan for a restructuring of the company. The committee will be chaired by Robert Ennis, executive vice president. Pollack Paper has distributed paper, plastic and allied products throughout Texas for over 70 years.

Gilbert Paper Picks Golden Quill Award Winner

For half a century Gilbert Paper of Menasha, WI, has been running a competition for the best letterhead design. The winner of the 1986 Golden Quill Award was HIJK, a design company in Rolling Hills Estates, CA, whose winning entry was their own letterhead. HIJK stands for the last initials of the four designers who make up the firm: Drew Haygeman, Craig Isobe, Rodger Johnson and Don Kracke, and the winning design consisted of a blind emboss of the initials, each 3/4" high, with the last name of each person printed in a different color next to their embossed initial, with the firm's name and address printed in a fifth color. The initials are spaced evenly down the left edge of their stationery and along the bottom edge of their envelopes.

The winning design is featured in a portfolio of letterheads called The Best of 1986 that Gilbert released during the summer.

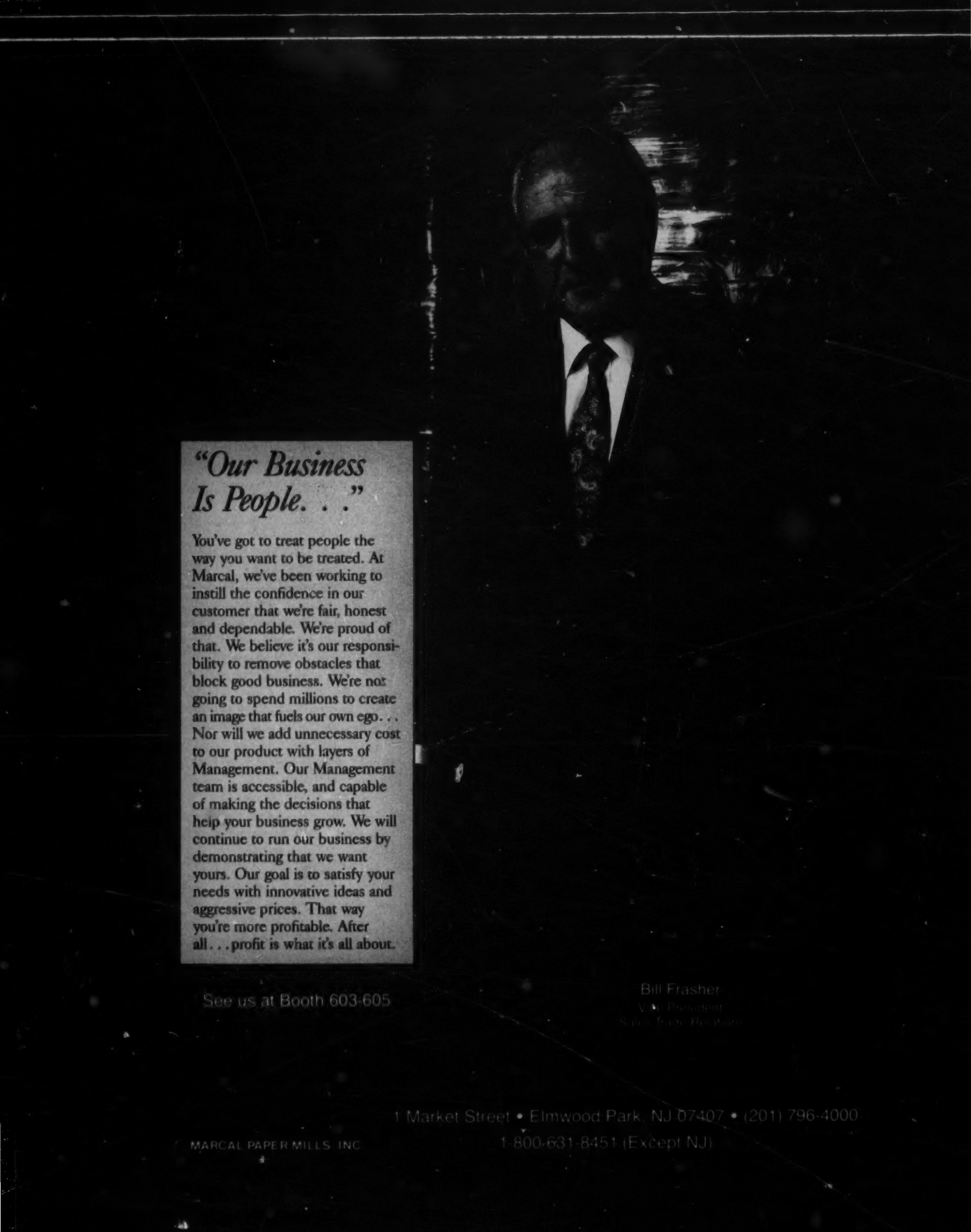
"Hats Off" Promotion From International Paper

To demonstrate the printability, runability and finishing capabilities of Springhill® coated cover, International Paper has produced a new promotion piece called "Hats Off." Four hats—cowboy, crown, jester and fireman—can be cut out, assembled and worn. They are printed in vivid colors and embellished with intricate line work. Springhill is available in 8, 10 and 12 pt., and is ideal for greeting cards, book and brochure covers, direct mail pieces, posters and folders. For a complimentary copy of "Hats Off," contact your local IP merchant.

Form Fit Plastics to Show New Cupcake Trays

A new line of trays for packaging muffins, cupcakes and pastries will be featured at the Form Fit Plastics booth. The trays, as well as a line of lids for aluminum foil and injection molded plastic containers, are made of OPS (Biaxially Oriented Polystyrene), a transparent material which provides protection while displaying the contents of the package.

Helping to man both the company's booth and their hospitality suite in the Westin hotel, will be Norman Thrope, president, David Thrope, national sales manager, Irvin Kotzer, sales representative, Maurice Bishoff, vice president, Lee Bishoff, manager, and Susan Booth, newly appointed customer service representative.



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See us at Booth 603-605

Bill Frasher
Vice President
Sales, Trade Relations

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1-800-631-8451 (Except NJ)

MARCAL PAPER MILLS, INC.

NPTA Convention News 1987

Private Label Disposable Wipers Available

Mercantile Development, Inc., Bridgeport, CT, has introduced a new family of disposable wiper products under the name PRO-SERIES, consisting of four different types of wipers called Supreme, Champion, Classic and Advantage. They will be marketed as generic, private label brands with the distributor's name and phone number imprinted on each case. For more information, call 1-800-243-2778 or 203-334-8880.

"Drum & Barrel" Labels Now Available From Stock

Brown-Bridge, Kimberly-Clark Corporation, is now making its Drum & Barrel permanent pressure sensitive adhesive labels a stock item. The labels, which are used primarily for product description and warning labels, come in two face stocks: 60# Latex and 80# Texoprint®. The 60-pound Latex is highly flexible and offers high durability and moisture resistance for outdoor storage applications, while the 80-pound Texoprint adds abrasion resistance, as well. In addition to drum and barrel labeling applications, the adhesive also can be used on fiberboard, painted surfaces, metals,

polyethylene and other substrates. Drum & Barrel will also continue to be available with a removable adhesive, as a custom item.

For futher information or samples, contact your Brown-Bridge sales representative or the Customer Service Department, Brown-Bridge, Kimberly-Clark, 518 E. Water St., P.O. Box 370, Troy, OH 45373.

Betco Announces New Detergent Available

A soap- free hand dishwashing detergent, golden colored and lemon scented, has been developed by Betco Corporation, Toledo, OH. The new product, named CitruSuds, contains the jell of the aloe vera plant, a natural moisturizing agent that soothes and protects the skin.

Sentinel to Introduce New Mailer at NPTA Exposition

A new foam-lined mailer made with Tyvek, a Dupont olefin product, will be introduced by Sentinel Foam Products, Hyannis, MA, at the NPTA's Exposition in Atlanta. The new mailer is rip and tear

Sherri Cup, Inc.

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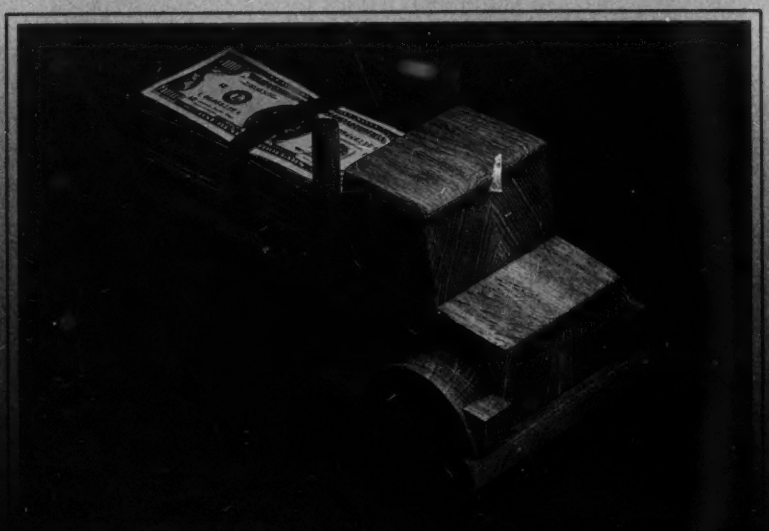

country, providing you regional access to our entire product line. So you can order hassle-free, amalgamating small quantities for quick turnaround, higher turnover and fatter profits.

What's more, we've made it policy not to oversell our mills, because we know how backlog delays can force buyers to hedge and over order. Instead, we work together with you and commit to a business plan geared to your forecasted needs. So we keep backlogs short, consistently low and your inventory [illegible]

NPTA Convention News 1987

free, highly resistant to water and chemicals and virtually tamperproof. It takes to graphics and typography, and, since it weighs only one fourth as much as other mailers, can help save on postage costs.

Sentinel, a division of Packaging Industries Group, Inc., will also be showing the rest of their line of over 200 types of cushioned mailers, specialty mailers and polyethylene foam packaging materials.

SBS Adds A Bright Sparkle To Distributor Sales.

The SBS Total Skin Care Program offers qualified Distributors a premium line of cleansing, protective and medicated products that help keep employee's skin healthy, smooth and radiant-looking.

SBS Products are widely recognized for effectively reducing skin trauma, dermatitis and various occupational infections.

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Strathmore at Ritz Headed by Gallup

At the 1987 NPTA Convention, Strathmore will unveil its "Special Effects" promotion on Strathmore Writing papers. President John G. Gallup will lead the five person delegation headquartered at the Ritz-Carlton.

Amy J. McDermott has been appointed manager, advertising and sales promotion for the company. She fills the vacancy created when Murray Grant retired.

New Transparency Film for Laser Printers

Laser printers require special products. James River has developed a "Laser Transparency Film" as part of its Pro-Tech Laser Specialty Paper Line. It is designed for generating high-quality overhead transparencies. The company reports that the special coating "minimizes static build-up."

Another addition to the Pro-Tech line is "Laser Icon Parchment," a "rich looking" sheet that is well suited to laser technology for generating letterheads, certificates, announcements, etc.

Nashua's Two Divisions at Convention this Year

During the 1987 NPTA Convention and Exposition, Nashua Corporation will be hosting merchants in a Hilton Hospitality suite that will combine both their Graphic Products Division and the Tape Division. John Barnes will be leading the delegation of nine people.

New Product Sample Available From Sealed Air

Sealed Air Corporation has a new bubble cushioning material called PolyCap® Plus which is made with a light-duty nylon barrier layer to resist air loss, thereby retaining its cushioning properties longer. The product is intended for the protection of semi-rugged, light and medium weight products which have short, predictable distribution cycles. It is available in regular and anti-static grades in 3/16 and 1/2 inch size bubbles, and it comes in

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industrial rolls, retail rolls, perforated rolls and sheets.

If you would like to receive a sample of PolyCap® Plus, write to Sealed Air Corporation, Marketing Department, 19-01 State Highway 208, Fair Lawn, NJ 07410 or telephone 201-797 4000.

One Photograph, Six Treatments by Beckett

To demonstrate their newly improved, brilliantly white Hi-White II grade, The Beckett Paper Company has created a set of printed samples featuring a photograph of Havasu Falls in Arizona. The same picture is shown reproduced as a black and white halftone, a duoblack halftone, a duotone, a two-color line conversion, a tritone, and a four-color reproduction. Hi-White II is available in Vellum and Smooth finishes in 70 lb. and 80 lb. text and in matching 65 lb. and 80 lb. cover weights. Coral finish is available in 80 lb. text and cover, and 15 other fancy finishes are available by special order. Your local Beckett merchant can provide a copy of the demonstration packet.

LPS Industries to Introduce Speedy-Pax at NPTA Convention

A lightweight but heavy-duty shipping and mailing envelope called Speedy-Pax will

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Present a clean and colorful table with *Sta-Dri*™ Plastic Table Covers & Skirting. Enjoy the economy and convenience of traditional disposable plastic table protection *plus* the quality and service you've come to know and trust.

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  Made of heavy duty embossed polyethylene and individually bagged for hanging. Available sizes are 54 in. × 108 in. rectangular and 84 in. diameter round (round available in solid colors only.
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  Made of light weight embossed polyethylene and available in two lengths: 40 in. × 150 ft. individually bagged and 40 in. × 300 ft. individually boxed.
- ☐ **Table Skirting**
  Made of heavy duty embossed polyethylene featuring sewn-in pleats. Full size 29 in. × 14 ft. available in 14 of our most popular colors.

New colors are introduced continually . . .
contact your sales representative for the most recent additions.

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IF THEY AREN'T BUYING IT FROM YOU . . . THEY'RE BUYING IT FROM YOUR COMPETITOR.

Introducing: The Stock Computer Form. *Computers gobble them up by the ton. How many of your customers are computerized? Who do they buy their computer paper from? It could be you!*

It's a $2 billion market—and growing. *SCM Allied Paper manufactures stock computer forms. We're the #1 supplier of forms sold for resale through distributors. We're well established. Respected by customers and competition alike. And we have a program for aggressive paper merchants who are looking for the right opportunity to get their share of this booming market.*

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Backed by a strong support program. *With SCM Allied Paper you'll get all the help you need to give your customers what they need, when they need it, at affordable prices. Comprehensive product and market data. Free promotional support materials. And more.*

Call us. Toll free. *Ask one of our sales/service specialists to tell you more about profit opportunities in the stock forms market.*

If you plan to attend the NPTA *get all the details, in person, at booth #324-326.*

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NPTA Convention News 1987

L&CP WOULD LIKE TO SHOW YOU SOME SOUTHERN HOSPITALITY.

The L & C P Corporation invites you to visit our Hospitality Suite at the Marriott Marquis during the NPTA convention. With your help, we've just completed our second successful year as an independent company and continued leader in specialty packaging products, protective masking materials and gummed printing papers. And now we would like to personally thank you for all your support. So please stop in for a little southern hospitality. L & C P style.

L&CP Corporation

156 Oak Street, P.O. Box 95, Newton, MA 02164 (617) 527-4980

be introduced for the first time on the East Coast by LPS Industries Inc., Newark, NJ. The envelope is designed for shipping and mailing of documents, soft goods or any merchandise requiring strong, opaque security-type packaging.

The LPS Industries booth, which will be manned by a full contingent of people headed by J.P. Robinson, company president, will also be displaying the latest developments in Loc-Top® zippered static control bags, Pres-Quick® pressure sensitive envelopes and Vapor Flex® flexible preservation pouches.

New envelopes, new ideas!

News Briefs

St-Raymond Paper (1983) Inc., has appointed NPC Communications, South Bend, IN, as their advertising and public relations agency. St-Raymond is a paper mill which specializes in lightweight, colored, uncoated groundwood papers used in advertising and telephone directory applications.

Whitaker Carpenter Paper Company, Elk Grove Village, IL has been appointed the exclusive Chicago distributor for the Dynasty line of papers, a product of Hopper Papers, a division of Georgia-Pacific. It is a new text and cover paper which is embossed two sides with a subtle silk finish, similar in texture to photographic paper and available in 10 colors.

Kimberly/Clark to Highlight New Products at NPTA Convention

Kimberly-Clark Corporation's Service and Industrial Sector will be out in force at the NPTA Convention, helping man a hospitality suite at the Atlanta Hilton.

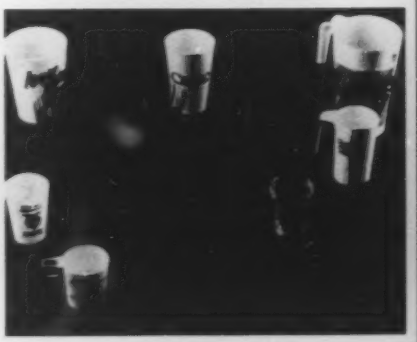
The company has produced a four-color brochure titled "Performance by Design" which describes its full line of industrial wipers, commercial tissue products, industrial garments and cellulose cushioning materials. Among Kimberly-Clark's recent product introductions have been Versatowel™ Plus Wipers, Kleenguard® Limited Use Coveralls, Kimwipes® Wipers and Kaydry® Wipers.

Both Kimwipes and Kaydry Wipers come in dispensers that have an anti-static treated Lintguard® Polyshield, making them especially useful in electronics manufacturing where static discharges can damage products with magnetic properties. Kleenguard Limited Use Coveralls are designed for short-term use such as protecting worksite visitors.

Kimberly-Clark will also continue to support its Partnership Program and the Training Exchange. Through the Partnership Program, the company offers comprehensive seminars, technology updates, sales techniques and facilities visits. Programs offered in the Training Exchange can be customized to the needs of individual distributorships and are conducted at conference centers in their areas.

Variety of Shapes and Sizes in Customized Servers

Plastics Inc, a subsidiary of Anchor Hocking, is producing clear or white plastic beverage servers ranging from five-ounce juice servers to 30-ounce tumblers, with either smooth or fluted sides. Plastics Inc. will imprint their Customware line with their customer's names, logos or holiday designs as needed. Many of the pieces are available with lids so that their printed one to four-color designs will be catching people's eyes off premises when they are used in carry out or catering situations.



NPTA Convention News 1987

J. B. Brame has been going to work at the Brame Specialty Company in Durham, NC, for 50 years. The company recently celebrated the event with lunch and dessert served on, you guessed it, paper plates. The company was founded by J. B.'s father in 1924.

New Samples Packet From Beckett Paper Company

"Beckett Ridge Works!" is the title of a new set of samples featuring an array of creative designs and printing techniques on Beckett Ridge grade. Five new colors have been added to the line, making a total of 10 colors and two whites in 80 lb. cover and eight colors and two whites in 70 lb. book weight. White is also stocked in 80 lb. and 65 lb. cover weights. Copies of the samples packet are available from any Beckett paper merchant.

IVEX Introduces New Products at Exposition

IVEX Corporation, Houston, TX, will be introducing several new clear plastic food service products at the NPTA Exposition. The IVEX nacho tray is a two-compartment container while the salad tray has only one section, but both types of trays can use the same snap-on lid.

Another new product that will be on

The Source for over 7,000 . . .

. . . paper, plastic and allied products from the best manufacturers of quality and reliability to wholesalers only; in 14 midwestern states.

All orders for stock items can be shipped on our regularly scheduled truck routes or drop shipments arranged on qualified orders.

Our monthly updated catalog and sales-service hotline provide up-to-the-minute pricing on all products. We serve only the wholesale trade, so we are never competition to our customers.

One phone call to your local AWM Sales Representative or our Sales Service Department is **the source** for all your needs.

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Coasters by Rixie Paper Products, Inc.
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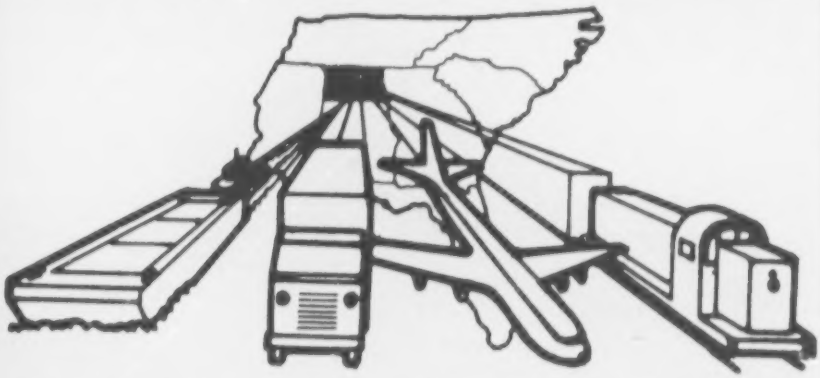
NPTA Convention News 1987

display is the company's line of Hingeware containers. The hinged lids have a positive locking system to keep them securely closed during transportation. Selectware packaging makes it possible to add various compartmentalized inserts to Hingeware containers in order to accomodate doughnuts, muffins or other food items.

Distributors Appointed for Nocopi Security Papers

Fine Papers, a division of Rolland Paper Corporation, has announced that Seaman-Patrick Paper Company has been given exclusive rights to distribute Nocopi Security Papers in the state of Michigan, and that Gould Paper Corporation has recieved similar rights in the greater New York Metropolitan area. Nocopi has three different papers that give varying levels of protection against photocopying of important documents. For more information about Nocopi Security Papers, write Mr. Jack Selig, Fine Papers, 15 Industrial Park Road, Albany, NY 12206 or phone 800-521-2535 within New York State; 800-367-9174 from the other contiguous states.

ACCESS SUCCESS



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Neenah Paper to be Well Represented at NPTA

Michael R. Holcomb, president of Neenah Paper, will be heading a large delegation to the NPTA Convention. The company will be meeting with paper merchants at a suite in the Atlanta Hilton to discuss Neenah's newest products and promotions. Besides Mr. Holcomb, the delegation will include Jim Grosklaus, executive vice president of Kimberly-Clark, Bruce Gilbert, national sales manager and various other marketing and regional managers.

First Annual "Roadeo"

I Supply Company, Fairborn, OH, wholesale distributors of paper, food and cleaning supplies, recently held their first annual truck and forklift driving "roadeo." Sixteen truck drivers and 15 forklift operators competed in the safety promotion by taking written exams and demonstrating their driving skills.

The winners—Doug Arledge, Charles Creech and Steve Bowers—will compete in the national roadeo to be held in Chicago on October 25, 1987 in semi-tractor trailer, straight truck and forklift.

Linweave Promotion Emphasizes Vibrant Colors

Linweave Fine Papers, Inc., Holyoke, MA, has produced a promotional piece for their Mardi Gras line of text and cover papers. The promotion, which will be mailed to graphic designers and ad agencies across the country, includes examples of die cutting, scoring and the four-color process.

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From coast to coast, from mill to market, your best connection in the paper business is Paper Corporation of America. We're the largest single distributor of paper products, with warehouses and converting plants throughout the country.

If you have a product to sell or a problem to solve, call your local PCA company. We're the natural resource of the paper industry.

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PCA Converting Companies
Central Paper
Coastal Plastics
Quality Park Products
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PCA Retail Operations
Paper Plus®

PCA®
Paper Corporation of America

The natural resource.

NPTA Convention News 1987

Williamhouse Sales Corp. Adds Paper Line

Williamhouse Sales Corporation, Ridgewood, NY, has become an authorized envelope converter for Word Pro™ and Whitefield® papers, both produced by The Groveton Division of the James River Corporation.

Word Pro No. 10 envelopes are available in 12 colors, Sub. 20 and 6 colors, Sub. 24 to match Word Pro's cut size papers which are designed for both xerographic and offset reproduction. Whitefield 25% Cotton No. 10 envelopes come in bright white with a light cockle finish, Sub. 24, matching Whitefield's offset-bond sheet. Williamhouse has manufacturing and warehousing facilities in eight states. For additional information call William J. Catallo, vice president, national marketing manager, at 212-691-2000.

See us at Booth 705 at the NPTA

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- Poly Aprons
- Poly Gloves
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- Shower Caps
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1-800-848-6976 (Outside Ohio) 1-614-436-1216 (Inside Ohio)

Carroll Co. Introduces New Solvent Product

Carroll Company of Garland, TX, has introduced EASY UP, a concentrated solvent which redissolves floor finishes rather than just breaking loose the polish from the floor. When used undiluted, its viscous property permits it to cling to vertical surfaces such as baseboards. Because of its low pH formula, the company says, EASY UP leaves almost no residue on the floor surface.

Brochure Pays Tribute to Company's Staff

The Hudson Valley Paper Company, located in Albany, NY, has been a paper merchant to the Northeast and New England for more than a century. It is the largest independently owned paper distributor in the area, selling fine printing and business papers from more than 50 manufacturers.

Hudson Valley Paper is proud of its long history of service to the area, and, to give credit where the company believes credit is due, it has published a four-color brochure called "THE PEOPLE BEHIND THE PAPER." The beautifully illustrated brochure states that, among all the reasons the company has grown in size and reputation over the years, it is the dedicated, well-trained staff of people who work for it that is most responsible for the company's success.

New Whiter White From IP

International Paper Company has replaced Springhill® Opaque's cream white shade

"I feel as proud as the father of twins!"

...and in a way, I am! Because Rising Line Marque, the oldest rag laid-finish paper in the industry, now has a twin with a spanking new wove finish. We've named the newcomer Line Marque Writing.

Both papers are identical in every way, except finish. And both are available in rolls, to accommodate today's high-speed business needs.

Thirteen colors — identically matched.

But there's more to business than speed. There's reputation, prestige, style... the qualities projected so beautifully through a cotton-fiber paper.

From corporate letterheads to stock certificates to prestigious direct-mail pieces, nothing speaks so eloquently as a fine paper. And with 13 different colors to choose from, nothing speaks more expressively than Line Marque.

So why carry a stockroom full of papers from different sources? Now you can offer the widest range of *identically* matched colors in both a laid and a wove finish — all from one line of papers!

And with all the same qualities...

the purity born of clear, artesian well water that has never varied in 60 years of testing... the care in manufacturing that produces unparalleled consistency (roll widths *always* fit your machinery, and cut-sheets fit their boxes)... and toughness coupled with flexibility.

Line Marque quality also means that anything is possible — foil stamping, blind embossing, engraving, and thermography — without sacrificing continuous feed efficiency.

Look for the twins.

Rising Line Marque (laid finish) — the old world paper with character etched in its face.

Line Marque Writing — the new kid with the timeless appeal of a wove finish.

Together, they're everything you need to give birth to great images.

I'd be proud to send you a kit of samples or, if you prefer, some stock to run on your presses — just drop me a line on your company letterhead.

RISING

Robert E. O'Connor

Robert E. O'Connor
Chairman Of The Board
Rising Paper Company
Housatonic, MA 01236

Rising — The Marque Of Quality

Visit the twins at our hospitality suite in the Atlanta Hilton and Towers!

with a new, brighter, whiter, blue-white shade that is said to permit sharper line art, half tones and colors. Show through is minimized, making the sheet ideal for any two-sided printing application such as financial reports, package inserts and direct mail pieces, according to the company. The new paper, which comes in 40#, 50#, 60# and 70# basis weights for text and 65# basis weight for cover, is available from IP's mills at Ticonderoga, NY, and Bastrop, LA.

MDI Introduces New All-Purpose Wet Towel

Mercantile Development, Inc. (MDI), Bridgeport, CT has introduced a new lint free, long lasting wet towel called SEE MORE®. The 12"X12" towel is made of a soft nonwoven fabric and is recommended by MDI for use in autos, homes, offices, boats, RVs, etc. The towels deodorize, disinfect, will not freeze and surfaces cleaned with SEE MORE will dry without wiping. For more information or samples, call Carol Hubbard at 1-800-243-2778.

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PRES-QUICK® pressure sensitive envelopes are stocked in 6 strategically located warehouses across the U.S. for your convenience. We have a team of service representatives eager to support your field efforts. Our envelopes are manufactured and backed by a full staff of quality control and adhesive experts to help solve your toughest applications. With all this and 25 years of reliable and dependable service from LPS Industries, Inc., who would be the better choice than PRES-QUICK®?

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People in the News

C.E. "Bud" Gottesman is now vice president general manager for Unisource Corporation's Southern Region. Mr. Gottesman has had 30 years experience in the paper industry.

Howard Mostyn-Brown has been appointed product sales manager by Miami Paper Corporation, West Carrollton, OH. Prior to joining Miami Paper, a subsidiary of Pentair, Inc., Mr. Mostyn-Brown had worked for the James River Corporation for 10 years.

Fonda Introduces New Line of Popcorn Cups and Tubs at NPTA Convention

Manufactured from specially tested materials, The Fonda Group's newly expanded line of popcorn cups and tubs will meet the performance requirements of theaters, concessionaires, stadiums,

National Paper Trade Association, inc.

The Voice of the Paper, Plastics & Allied Products Industry

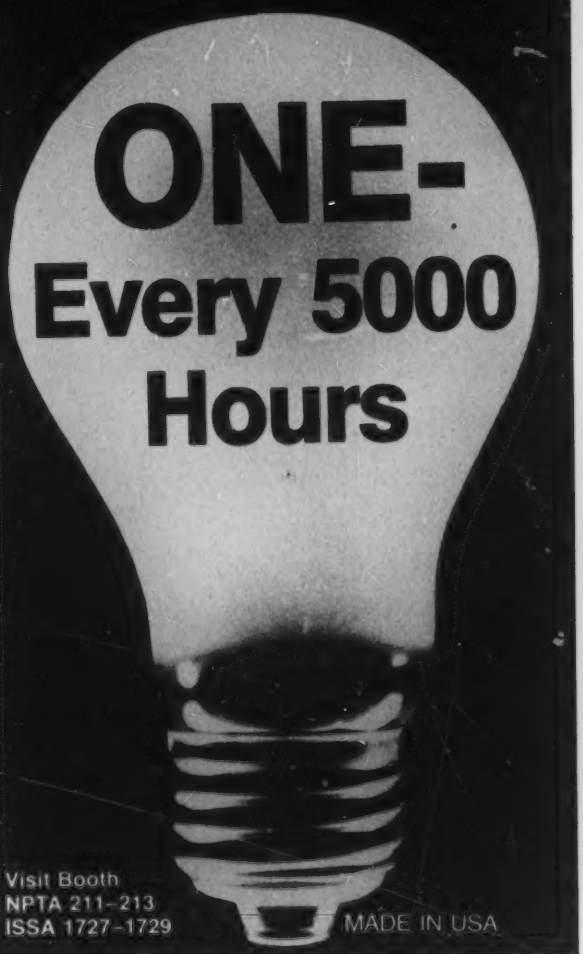
The More You Use Your Membership The More It's Worth

Members of NPTA who take advantage of the many special services provided to "Members Only" get the most value for their NPTA membership dollar. Some members read the magazine, come to the Annual Convention and get little more from their membership.

The highest form of membership in NPTA involves **participation** and is available to everyone. Whether you are with a big company or small—it makes no difference. Target NPTA services to make your company grow. Your future may depend on the competitive advantages you can gain from using NPTA's many services.

For More Information Contact: National Paper Trade Association, 111 Great Neck Rd., Great Neck, N.Y. 11021/516-829-3070

HOW MANY MAINTENANCE MEN DOES IT TAKE TO SCREW IN A SUPREME LIGHT BULB ?



Call 1-800-922-6693 to receive Supreme's new 1987 Catalog full of energy-saving lighting innovations.

SUPREME
"Manufacturing Bright Ideas"
122 E. Laurel St., Mullins, SC 29574

theme parks and fairs. Featuring a "Fresh Hot Popcorn" design, the cups come in 24, 32 and 46 ounce sizes while tubs are available in 85, 130 and 170 ounce sizes. If desired, Fonda will use your own design or a custom design prepared by Fonda's own design staff. For detailed information, samples, literature and pricing, contact your Fonda distributor or call 1-800-451-3250.

New Quarterly Newsletter for Graphic Designers

The Offset Graphics group of the Fasson Specialty Division of Avery International has introduced a new eight-page, magazine style newsletter called *DISCOVERY*. The four-color quarterly publication will be available without charge to graphic designers and those in related creative, production and purchasing functions, and will provide news and information about the changing technology, new product applications and marketing ideas involving pressure-sensitive material. The new publication also carries an announcement of a new Fasson awards program for agency graphic designers to honor quarterly the most innovative creative work printed on any Fasson pressure-sensitive material.

You can receive a copy of *DISCOVERY* by writing Fasson Offset Graphics #4X, 250 Chester Street, Painesville, OH 44077 or by calling 800-443-9379 (outside Ohio) or 800-443-9380 (inside Ohio).

People in the News

Harry A. Baumann, Jr. has retired from The Sorg Paper Company where he had been vice president of marketing.

W. Craig McClelland, president of Hammermill, has been named executive vice president for pulp, coated papers, Hammermill businesses, and quality management of parent company International Paper. John T. Dillon has been promoted to executive vice president for packaging businesses by International Paper.

William L. Goggins is now president and CEO of Wausau Paper Mills, succeeding Richard L. Radt who has been elected to the post of chairman.

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In today's competitive market for stock computer papers, you need a supplier capable of supporting your promises of selection, service and value. Star Forms is your best choice.

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NPTA Convention News 1987

A&E Plastics—A Vertically Integrated Company

A&E Plastics, Industry, CA, has been a producer of disposable food packaging items for over 30 years. The company, a division of Packaging Corporation of America, Evanston, IL, manufactures polystyrene resin, extrudes Biaxially-oriented sheet and thermoforms over 120 different food packages. All these products will be on display at A&E's new corporate display booth at the NPTA Convention and Exposition. Many of the company's top level executives, led by Peter D. Mancuso, vice president and general manager, and Alvin Berke, director of marketing, will be in attendance at both the booth and their hospitality suite at the Marriott Marquis.

F.G. Walker to Head Butler Paper Delegation

Butler Paper, Englewood, CO, is sending several company executives to attend the NPTA Convention. Heading the list is company president F.G. (Mike) Walker. Joining with Mr. Walker will be Richard P. Wales, vice president - marketing; Robert W. Kunde, vice president - western operations; David B. Wessling, marketing manager - fine paper; and Thomas Leech, Jr., marketing manager - industrial paper and sanitary maintenance products. Butler Paper, is a division of Great Northern Nekoosa Corporation, and has 64 stocking locations coast-to-coast.

Supreme Lighting Introduces Fluorescent Reflector Bulbs

Designed for energy savings in recessed and track lighting applications, a new type of bulb called the Compact

1915
Fonda's founder invents the composite paper can.

1921
Fonda® invents the ice cream pail, forrunner to today's food pail.

1950
Fonda pioneers the paper plate industry by introducing off line registered printing.

1957
Fonda prints the first licensed character party plate in history.

1963
Fonda's Firmware revolutionizes paper plate strength.

1987
Fonda's new popcorn tub production captures the theater industry, surprising the giants.

our name keeps popping up

THE Fonda GROUP, Inc.

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Fluorescent Reflector Series has been introduced by Supreme Lighting Corporation, Mullins, SC. The screw-in bulbs, which contain a twin tube SL compact fluorescent lamp, have a sealed moisture-resistant housing. The lamps use only one fourth of the electrical energy of equivalent incandescent bulbs and last up to 13 times longer, as well. They will be on display at Supreme Lighting Corporation's booth at the Exposition.

Marvel Lighting Provides New Display Rack

A new three foot wide metal display rack is now available free of charge to qualified distributors of Marvel Lighting's long life bulbs. The rack is designed to hold a wide variety of the Fort Lee, NJ, bulb manufacturer's products, including four foot fluorescents.

Strathmore Introduces New Paper

Writing Text, designed as a companion to Writing and Writing Cover Bristol, is the latest paper from Strathmore. It will come in both a Wove finish and Laid, and will be available in all the colors of Writing.

To demonstrate the new paper's design potential, a promotional piece called "Extensions" has been produced, showing how well the paper takes to halftones, four-color photography, color-on-color design and illustrations, thus demonstrating its suitability for annual reports, catalogs and brochures and direct mail pieces.

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Toll Free: 800-431-1036

Visit our Hospitality Suite, Hyatt Regency Atlanta, Sept. 19-22

RLB945

Springprint has Incentive Program

A Christmas incentive program for sales people has been kicked-off by the Springprint Division of Marcal. New holiday designs have arrived for placement-napkin ensembles. For more details, contact Springprint at booths 601-603.

Barrier Hates Rust

The "Great American Rust Converter" has been developed by Barrier Industries which converts rust into a "permanent, paintable, hard black coating." Visit booth 704 and talk with company president Harvey Wasserman about it and other chemical products in their line.

Scott's Lippincott Receives Award

At the 68th Annual International Management Conference put on by the Paper Industry Management Association

NPTA Convention News 1987

(PIMA), recognition was given to Philip E. Lippincott for his leadership. He was named "1987 PIMA Man of the Year." His record of achievement at Scott is outstanding.

Since 1982 when Lippincott took over as Scott's CEO, the company has posted a 42% increase in sales, a 169% increase in income with earnings up 200%.

Fonda Strengthens Position in Marketplace

Fonda is making its mark, the company reports, though its addition of Mulco Industries and National Cup Company. New manufacturing equipment has also been installed at its Williamsburg, PA plant. "These actions have been significant steps in our long range program to reinforce and enlarge Fonda's position in major cup markets," said Albert C. Lasher, Fonda's chairman and CEO. He and 10 other company representatives will be on-hand at the NPTA Convention.

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New bags from Fox River? Yes! The printing paper manufacturer now has illustrated plastic bags that they are using to promote the company and carry samples. Watch for them!

Ingram Receives Award

Motorola is supplied with more than 100 different paper products from Ingram Paper Company. At a recent ceremony in Phoenix, AZ, corporate executives from Motorola gave Ingram their "Vendor of the Year Award" for quality and excellence in service.

Penntech Hosts Merchants at Hyatt

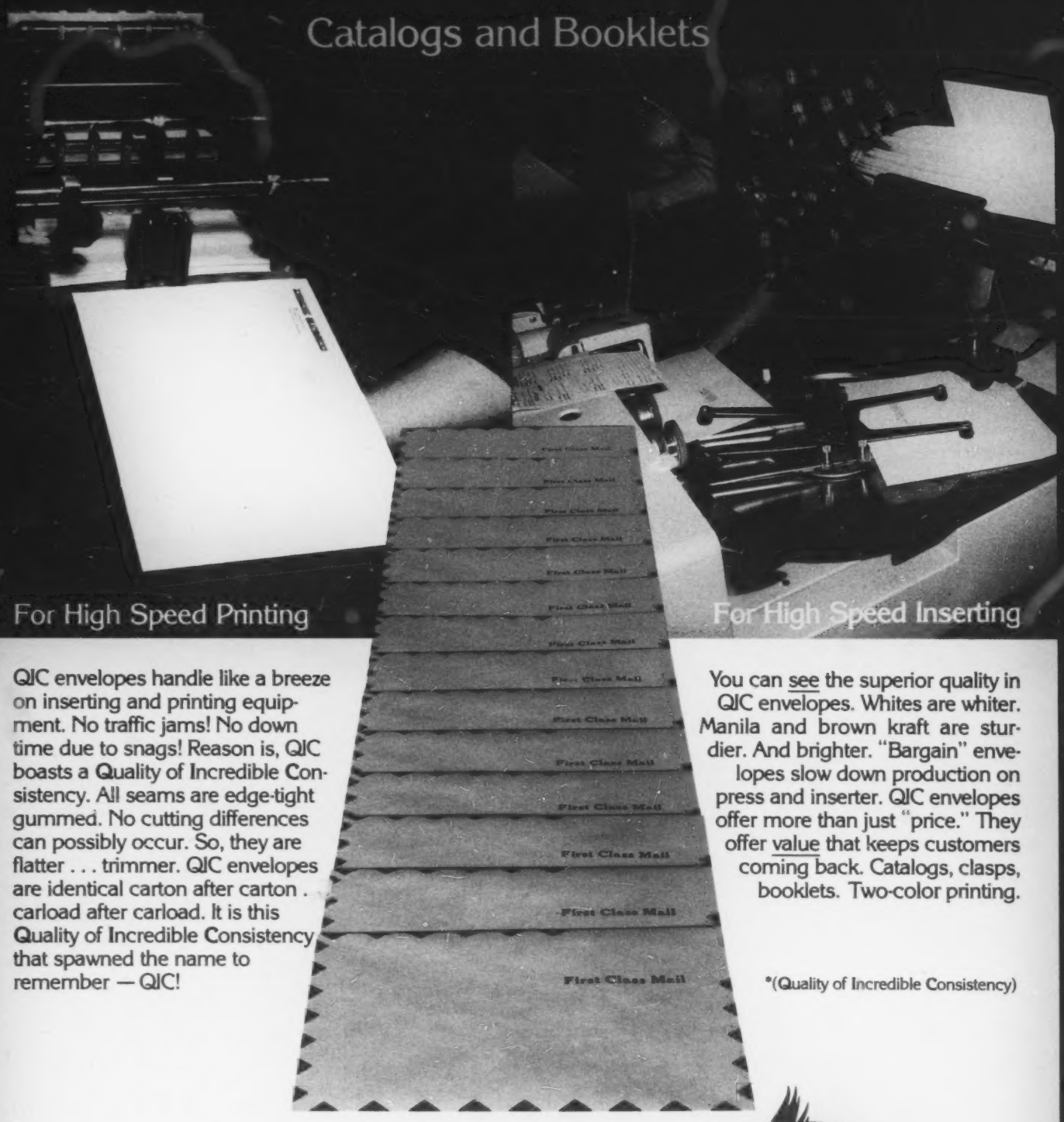
Penntech Papers will be represented at the Hyatt Regency Atlanta by a delegation of six members. The group will be led by Jack Dodge, VP marketing.

"Have A Bite" with Genpak Today

A large, three-compartment carryout container has been added to Genpak's product mix. The slogan "Have A Bite" has been inscribed on it and the company reports that it fits in with their "Have A Nice Day" trays.

Now, from New York / National Envelope . . .

Catalogs and Booklets



For High Speed Printing

QIC envelopes handle like a breeze on inserting and printing equipment. No traffic jams! No down time due to snags! Reason is, QIC boasts a Quality of Incredible Consistency. All seams are edge-tight gummed. No cutting differences can possibly occur. So, they are flatter . . . trimmer. QIC envelopes are identical carton after carton . carload after carload. It is this Quality of Incredible Consistency that spawned the name to remember — QIC!

For High Speed Inserting

You can see the superior quality in QIC envelopes. Whites are whiter. Manila and brown kraft are sturdier. And brighter. "Bargain" envelopes slow down production on press and inserter. QIC envelopes offer more than just "price." They offer value that keeps customers coming back. Catalogs, clasps, booklets. Two-color printing.

*(Quality of Incredible Consistency)

Grow with National

The New York/National Envelope Group

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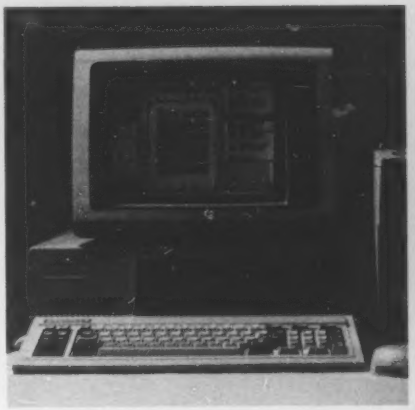
National Envelope Corp./Central, Earth City (St. Louis), MO • National Envelope Corp./North, Worcester, MA
National Envelope Corp./South, Austell (Atlanta), GA • National Envelope Corp./Midwest, Lenexa, KS

NPTA Convention News 1987

Domtar Names Five to Top Posts

Domtar Fine Papers recently expanded its commitment to the U.S. paper merchant business by naming five executives to newly created positions. Thomas G. Derouin was appointed vice president sales/marketing, John C. Miller was named market development manager and Philip J. "Bud" Beichert was promoted to sales manager. Also named to new posts were Geraldine Connolly as customer service coordinator and William A. Hamlin as New England sales representative.



CPI continues to advance in the paper industry. Desktop publishing has been linked to the "Paper Tiger" software package to generate a highly professional pricebook with laser printed copy and graphics. These new developments will be unveiled at the Convention.

Practical Papers for Creative People.

You know people like a choice. Not just in the paper industry—in any business.

And you probably know creative people demand a choice. That's why at Fox River Paper we give you many choices.

In our Circa line of bond, cover and text you can choose either a quality laid finish, a smooth surface for easy running, or linen. All in a variety of colors and weights.

To our Fabrica bond and cover we've made some colorful additions—Broadcloth Blue, Cord Clay, Damask Rose and Periwinkle. Now you have more colors to choose from when selecting a quality cotton content paper.

For non-impact printers we have Technaclear. It's the brightest cotton content paper available for copiers.

So when you think paper, think of Fox River—the practical choice. We'd like to see you at NPTA. Stop in and we'll show you paper for practically every purpose.

Come in and see Harold Ellsworth, Oakie Sallee, Mike Purdo, Gene Shannon & Pattie Wier at the Atlanta Hilton Hotel and Towers.

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New dispenser makes it easy. After-Pumps, by IFC Nonwovens, Inc., makes it a pleasure to use their wet wipes because of the unique "Dispensa-pouch™." The product is designed for touch hand cleaning jobs, especially after pumping gas.

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Ride Our Transcontinental Connection into the Golden Age of Distribution!

1869. Promontory Point, Utah. A golden spike is hammered home and the world cheers. America is finally on track. The Union Pacific and Central Pacific railroads unite America with a sea-to-shining-sea ribbon of rail. A new era of opportunity and prosperity is born.

1987. Dayton, Ohio. No golden spike. Just pen on paper. Yet the result is the same. Two paper industry pacesetters fuse together into a dynamic, new transcontinental connection. For American paper makers and industrial supply manufacturers, there is now a new, fast track to nearly everywhere – a superior, streamlined system able to move products efficiently and economically into most major markets in the nation.

The merging paper merchants are Mead Merchants and the Zellerbach Paper Company – now united under the single banner of the Mead Distribution Division. With 74 distribution centers across the nation, millions of square feet of modern warehousing, and a delivery fleet second to none, Mead Distribution is now among the largest entities of its kind – a coast-to-coast wholesale paper distribution network serving both the printing and packaging industries.

Without question, the golden age of paper distribution has arrived.

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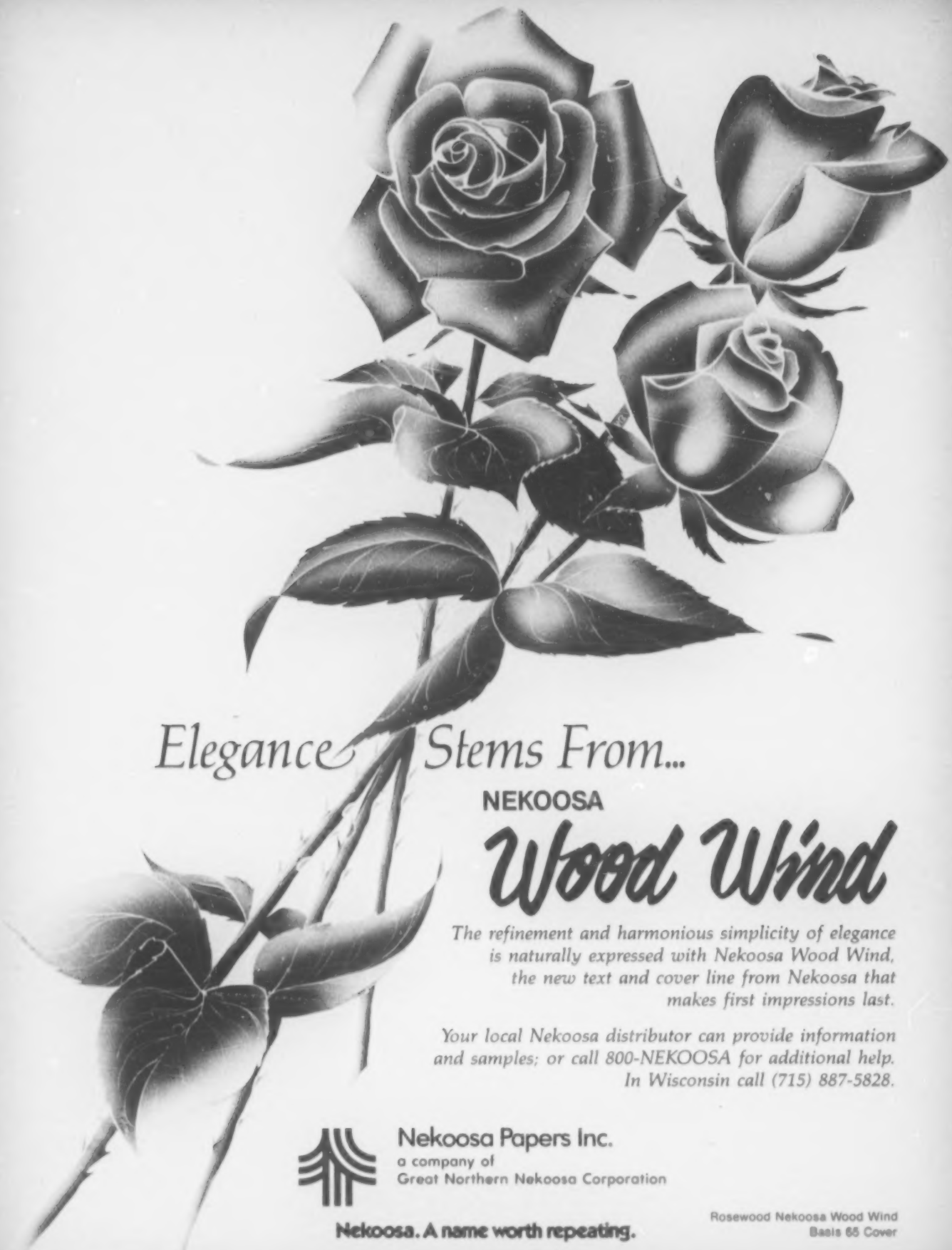
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NPTA Convention News 1987

United Paper to Announce Expansion Plans at NPTA

United Paper, Inc., Sturgis, MI, will release information about its expansion plans to the paper merchants who visit the company's hospitality suite at the Atlanta Hilton. United Paper, an independent converter currently serving the Midwest area, is encouraging paper merchants from the Western states to visit their suite (the company's theme is "Thanks to You We're Growing... Bringing the United Paper Difference to the West"). United Paper's president Terry Mildenberg emphasizes the fact that the company sells only to paper merchants and never sells to printers. For more information, write to Charlie Schmidt, national sales manager, United Paper, Inc., 1 United Drive, Sturgis, MI, or telephone 1-800-542-2722.

Qantel Shows Large Revenue Gain in Fiscal '87

Mohawk Data Sciences Corporation, a major supplier of computers to the wholesale paper products industry, reported earnings of $8,687,000 for the fiscal year which ended April 30, 1987. The company's restructuring program, which was completed a year earlier, resulted in revenues dropping from $236,720,000 to $88,024,000. However, Qantel, the company's main operating unit, had revenues of $76,240,000 compared to the previous year's figure of $67,722,000.

Eastern Bag & Paper Occupies New Facility

Eastern Bag & Paper Company has moved its headquarters from Bridgeport, CT, to a new 168,000 sq. ft. warehouse/distribution facility in Milford, CT. The new building, which will stock over 7,000 sku's, has 17 truck bays and 28 ft. ceilings as well as a large staging area which will permit advance bulk picking of large shipments. The operation of the new warehouse/distribution center is controlled by an IBM System 38 computer. The company will continue to maintain its showroom and pick-up center in Bridgeport.

Karolton Envelope Wins Advertising Award

Karolton Envelope, Miamisburg, OH, part of the Kimberly-Clark Corporation, has won the Hermes Award of Excellence in a contest sponsored by the Dayton Advertising Club. The contest covers 13 major categories, and Karolton's winning entry was in the Sales Promotion category under Sales Kits/Dealer Aids.

The winning entry was a three-panel folder designed by Ralph Mantia of Zebra Commercial Art Studio in Dayton. Two of the three panels displayed envelopes while the third panel contained paper swatches showing the range of colors of CLASSIC® Linen Writing and Text colors along with a chart listing envelope sizes and substance weights.

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With our proven training programs you can increase customer satisfaction and reduce costly return calls. Send for a free report. **A Checklist of Key Factors in Customer Service Today.** It points out the critical areas for improving your service operation and shows how we have helped other firms like yours. To get your free copy, simply fill out and return the coupon below.

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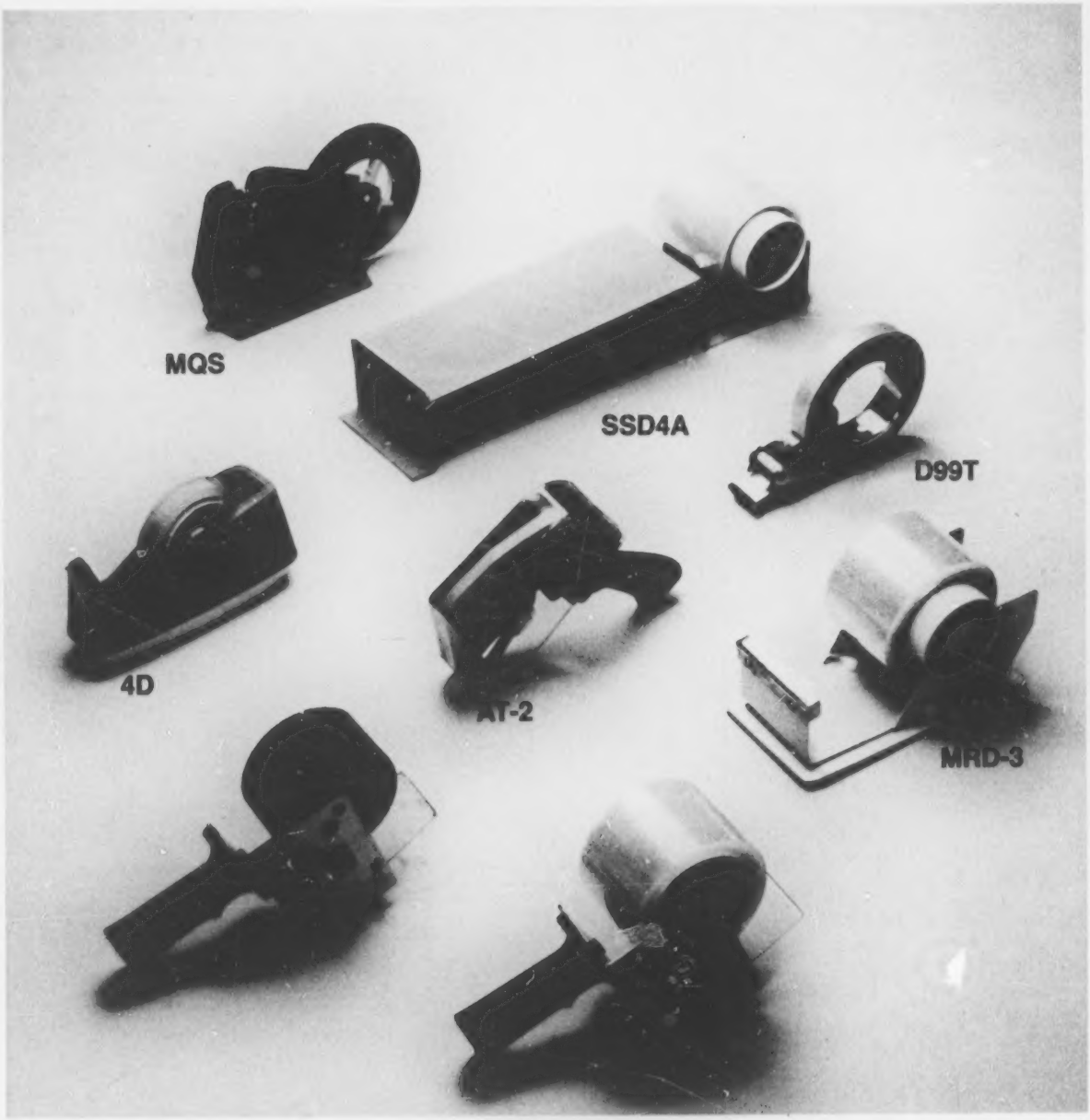

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EXPOSITION '87 HIGHLIGHTS

Official Guide

Exposition Floor Plan Page 122

- Coffee & Donuts—Sponsored by the exhibitors—on the exposition floor. Monday 8:30 a.m.-10:00 a.m.
- Largest show in NPTA history! 304 booths
- New! Masterlist of all suppliers in attendance: P. 116
- Don't miss seeing these *new* exhibitors

Paper/Plastics & Allied Products Exposition Hours

In the Apparel Mart, Atlanta, GA

Saturday
Sept. 19: 10:00 a.m.–5:00 p.m.
Sunday
Sept. 20: 11:30 a.m.–5:00 p.m.
Monday
Sept. 21: 8:30 a.m.–12:00 Noon

List of New Exhibitors

Company (Booth #)

Adams Business Forms (118)
AEP Industries Inc. (103)
Ancel Corporation (421)
American Fiber-Velope Mfg. Co. (104)
Amrep, Inc. (903)
Anchor Industries (830)
Betco Corporation (439)
Carthage Cup Company (321)
Cascades Industries (438)
Certified Investments (107)
Cordage Packaging (421)
Cotto-Waxo Company (221)
Creative Concepts (926)
The Deleone Corporation (131)
Delta Plastics Corp. (713)
Dexide, Inc. (330)
Eco-Line, Division of Ecolab, Inc. (804)
Efficient Data Processing (815)
Fana, Inc. (910)
First Impressions (121)
Gold-Data (842)
Gilfarm ... (229)
Hollywood Ribbon Ind., Inc. (822)
Kale Industries (714)
Lapel America (237)
Macaple Corporation (231)
Maryland Paper Box Company (832)
Mercantile Development, Inc. (742)
National Distributors, Inc. (1004)
National Poly Products (1002)
North Alabama Industrial Development Assn. (218)
C.M. Offray & Sons, Inc. (832)
Press-On Products, Inc. (110)
Protecto, Inc. (440)
Qualitad (812)
I. Schneid, Inc. (539)
Sal-T-Cote Division of Trojan, Inc. (128)
Scicom Data Services, Ltd. (545)
SQP Inc. (906)
Standard Cap & Seal (320)
Stone Container Corporation (426)
Supreme Lighting Corporation (211)
Table Mate Products, Inc. (748)
Time Products/Apollo Industries, Inc. (814)
Trans Tech Services, Inc. (908)
Unger Enterprises, Inc. (909)
United Plastic Products (224)
U.S. Profiles Corporation (923)
Venture Packaging Inc. (106)
Ward Paper Company (125)
Williamhouse Sales Corp. (706)
Zephyr Manufacturing Company (917)

Master List of NPTA Suppliers

All industry suppliers participating officially in the 1987 NPTA Convention and Exposition are listed here with their booth numbers and/or hospitality suite hotels. The numbers listed are BOOTH numbers, not *hotel room numbers.*

Company	Suite/Booth
ABC Compounding, Inc.	208
Adams Business Forms	118
ADCO Specialties	109
A&E Plastics, Inc.	Marriott/425
AEP Industries, Inc.	103
Affiliated Paper Companies	Westin
AGP/Gentech Inc.	Marriott
Alcan Foil Products	Marriott/817
Alliance Rubber Company	827
Alumax Foils, Inc.	Marriott/924
Amcel Corporation	Hyatt/421
American Fiber-Velope Mfg. Co.	104
American Paper Conv. Daily	Hyatt
Americo Mfg. Company, Inc.	428
Ametek Microfoam Division	Marriott
Amko Plastics, Inc.	Westin/901
Amoco Foam Products Co.	Marriott/743
Amrep, Inc.	908
Anchor Industries	Westin/830
Appleton Papers Inc.	Westin
Armin Poly-Version, Inc.	526
Artco Converters	435
Atlantic Mills, Inc.	810
BDF Tesa Corporation	Hilton
Badger Paper Mills Inc.	Westin
Bagcraft Corporation of America	Westin/505
Barrier Industries, Inc.	704
Bay West Paper Company	Hyatt/129
Beach Products	1003
Beckett Paper Company	Ritz
Bedford Plastics, Inc.	834
Beier & Company	524
Berwick Industries	Marriott/401
Betco Corporation	439
Better Packages	Westin/501
Boas Box Company	711
Boise Cascade Corp.	Hilton
Boise Cascade, Missisquoi Div.	Hilton
Boxit Corporation	Hilton
Brown Paper Goods Co.	Hilton
Bulkley Dunton & Co.	Hilton
Bulman Products, Inc	303
CPI, Inc.	Westin/310
CPL Industries	912
Capital Poly Bag Inc.	Hyatt
Carroll Company	712
Carson Collection	Hilton
Carthage Cup Company	Hyatt/321
Cartiere Artoro Sottrici	Marriott
Cartiere Fedrigoni & C.S.T.A.	Hilton
Cascades Industries	Westin/438
Cellucap Mfg. Company	734
Central Paper Company	Westin
Century Packaging, Inc.	905
Certified Investments	107
Champion International Corp.	Ritz/305
Chicopee	606
Clark Paper Converting Corp.	825
Clear Shield National, Inc.	Marriott/313
Ben Clements & Son, Inc.	900
Climax Mfg. Company	Westin
Coastline Packaging, Inc.	544
Comet Products, Inc.	Marriott/533
Comfort Sanitary Products, Inc.	907
Commodore Foam Products	127
Consolidated Papers, Inc.	Hyatt
Continental Bondware	Westin
Continental Extrusion Corp.	800
Cordage Packaging	441
Cottingham Paper Company	Westin
Cotto-Waxo Company	221
Creative Concepts	926
The Crowell Corporation	Marriott/714
The Crystal Tissue Co.	Marriott/431
Cyklop Strapping Corp.	427
Dart Container Corporation	Hyatt/630
Decker Tape Prods. Co., Inc.	914
Decorated Papers	Hilton
The DeLeone Corporation	131
Deltapaper Company	Hilton
Delta Plastics Corporation	113
Devon Tape Corp.	Hilton
Dexide, Inc.	330
Disco Company	Westin
Dispoz-O-Plastics Corp.	Hilton
Distribution Resources Co.	100
Dixie Bag Co./Hi-D Corp.	Hyatt
Dixie Marathon	Hyatt
Domtar Industries Inc.	Westin
Douglas Stephens Plastics, Inc.	538
Drackett Products Company	504
Druth Packaging Corp.	Hilton
Duni Corporation	Westin/807
Duro Bag Mfg. Company	Westin/620
Eastern Fine Paper	Westin
Eco-Line, Div. of Ecolab Inc	804
Econoco Corporation	Ritz/617
Eddie Goodman Company, Inc.	309
Efficient Data Processing	915
Ekco Products	Westin/1007
EPCO, Inc.	1005
Equality/Str bbons	740
Erving Distributor Products/G-P	Westin/532
Fabian Taping Dispenser Corp.	731
FANA, Inc.	910
Fasson Specialty Division	Hilton
Federal Paperboard Company	Marriott
Finch Pruyn & Co.	Westin
First Impressions	121
Flower City Tissue Mills	Westin
The Fonda Group	716
Fonda Cup & Container Group	Marriott
Foodservice & Packaging Institute, Inc.	124
Forman Inc.	Hilton
Form Fit Plastics	Westin/925
Forster Mfg. Co., Inc.	529
Fort Howard/Sweetheart	Hilton
Fortune Plastics Inc.	Hyatt
Fox River Paper Co.	Hilton
Franklin Disposables, Inc.	Marriott/705
Fraser Paper Ltd.	Hilton
Freeman Paper Company	Marriott/1010
French Paper Company	Hyatt
Frontier Paper Inc.	Hilton
Frosty Acres Brands	Hilton
Gallos/Diamond Plastics	Hilton/840
General Plastics Corp.	Hilton/429
Genpak Corporation	Marriott/738
Georgia-Pacific Corp.	Hyatt/Island 625
Gift Sales Company	624
Gilbert Paper Company	Hilton
Gilman Paper Co.	Hilton
P.H. Glatfelter Co.	Hilton
Glenmark Industries	Ritz/424
Glitterwrap, Inc.	220
Go-Jo Industries, Inc.	916
Gold-Data	644
G.B. Goldman Paper Co.	Hyatt
Hammermill Paper Company	Ritz
Handy Wacks Corporation	Hyatt
Heritage Bag Company	Hilton/710
Hilex Poly Co., Inc.	Marriott/528
Himolene	Hyatt/739
Holland Mfg. Company	Marriott
Hollywood Ribbon Ind. Inc.	122
Hospital Specialty Company	700
Impact Products	108
Imperial Cup Corporation	608
Indiana Carton Co., Inc.	527
Inline Plastics Corporation	Hyatt/216
Inopak, Div. Essex Chemical	Hilton/119
International Paper Company	Westin
Intertape Systems, Inc.	Hilton
Ipac, Inc.	Hilton
I.R. Industries, Inc.	645
IVEX Corporation	Hyatt/929
James River Away From Home	Island 201
James River-Groveton Div.	Hilton
James River-KVP Group	Hyatt
James River-Merchant Paper Sales	Hyatt
Jet Plastica Industries	Westin/200
Jiffy Packaging	Hyatt
Kaiser Aluminum & Chemical Corp.	120
Kaiser Packaging Co.	Marriott
Keystone Adjustable Cap Co., Inc.	805
Kieffer Paper Mills Inc.	Hilton
Kimberly-Clark, Brown- Bridge	Hilton
Kole Industries	Marriott/114
Kramer & Cramer Papers Inc.	Hilton
L&CP Corporation	Marriott
LPS Industries Inc.	317
Label America	227
R.J. Lachman, Inc.	316
Laminations Corporation	607
Leader Cards, Inc.	Hyatt
Linpac Flexible Packaging	Hyatt/542
Linweave Fine Papers	Hilton
Lockwood Association, Inc.	434
Longview Fibre Company	Hyatt
Lyons Falls Pulp & Paper Co.	Westin
3M Tape & Automotive Products	525
3M Company-TAD Group	Westin
Macaple Corporation	231
Mack-Allied/Mack-Chicago Corp.	643
Manufacturers Reps of America, Inc.	130

"Competition is stiff enough without having to sell against your own lines in the same marketplace. That's one of the reasons we carry Bay West. Their selective distribution policy keeps my profitability at a very fair level — there's no price trenching to compete with other Bay West distributors for the same customers. I can concentrate on improving our sales activity instead of worrying about my competitors."

"The people at Bay West make us feel like we're part of the team, and they work with us to increase our sales and profit levels. They even help us create marketing programs that are custom-tailored to our specific needs. We have what I consider to be a mutually profitable relationship."

Be a Bay West distributor. **1-800-558-2872**
(Wisconsin 1-800-242-7630)

BAY WEST
A MOSINEE PAPER DIVISION
The Washroom Specialist

Company	Suite/Booth
Mactac (Morgan Adhesives Co.)	Hyatt
Marcal Paper Mills, Inc.	Marriott/601
Marsh Stencil Machine Co.	513
Marvel Lighting Corporation	801
Maryland Paper Box Co.	933
Maryland Plastics Inc.	Hyatt/702
Mayan Converting Inc.	Hilton
Mead Paper Corporation	Ritz
Medical Disposables	206
Mercantile Development Inc.	742
Midtec Sales Corporation	Hilton
Midwest Film Corporation	701
Millhiser Inc.	Hilton
Mobil Chemical Company	Marriott/Hilton/517
Mohawk Paper Mills	Marriott
Monadnock Paper Mills	Westin
Moser Bag & Paper Co.	732
Mulco Industries	217
D. F. Munroe Co.	Westin
Mutual Paper Company	819
Nashua Corporation	Hilton
National Distributors, Inc.	1004
National Paper Trade Association	Registration Area
National Poly Products	Westin/1002
Nationwide Papers Inc.	Ritz
Nekoosa Papers Inc.	Westin
Newton Falls Paper Mills	Marriott
New York/National Envelope	Marriott
Niagara Envelope Company	Westin
Nice- Pak Products	911
Nifty Packaging Products	638
N. Alabama Ind. Dev. Assoc.	218
Nyman Mfg. Company	Mariott/503
Odyssey Packaging Inc.	649
C.M. Offray & Son, Inc.	832
Old Colony Envelope Co.	Ritz
Omega Plastics Corporation	Westin/115
Packaging Products Inc.	Hyatt
Paper Complaints Inc.	Hilton
Paper Corp. of America	Ritz
Paper Factory Inc.	Hilton
Paper Manufacturers Co.	Westin/225
Paper Sales Magazine	Hyatt
Paper Sources International	Hyatt
Papierfabrik Scheufelen	Hilton
Peacock Products	Hilton/228
Penntech Papers Inc.	Hyatt
Pentair Inc.	Hyatt
Perez Trading Company	Hilton
Pioneer Gift Wrap	Marriott/709
Plastics Inc.	626
Plymouth Rubber Company, Inc.	611
Polar Plastics Mfg. Ltd.	Hilton/813
Polyplast Group, Inc.-United Brands	318
Polyvinyl Films Inc.	Marriott/614
Potlatch Corporation	Hyatt
Prairie Packaging Inc.	Hilton
Pres-On Products, Inc.	110
Primepak	Hilton/920
Printwrap Sales Inc.	913
Protecto Inc.	440
Qualitad	812
Regal Poly- Pak	Hyatt/604
Rexford Paper Company	223
Reynolds Metals Company	Hilton
Ris Paper Company	Marriott
Rising Paper Company	Hilton
Rixie Paper Products Inc.	Hyatt/745
Roadnet Technologies, Inc.	707
Robbie Manufacturing, Inc.	Westin/919
Rochester Midland Corporation	640
Rockwell Chemical, Inc.	543
Ryder Truck Rental, Inc.	747
Sabert Corporation	Hyatt
Saf-T-Cote Div. of Trojan, Inc.	128
Sandusky Plastics, Inc.	811
Sanek International Inc.	918
San Jamar, Inc.	323
SBS Products, Inc.	642
SCM Allied Paper Inc.	324
SQP Inc.	906
S.B. Schmidt Paper	Hilton
I. Schneid, Inc.	939
Scicom Data Services, Ltd.	545
Scott Paper Company	Westin/Island 409
Sealed Air Corporation	Marriott
Sealright Company Inc.	600
Sentinel Bag & Paper Co.	Hilton
Sentinel Foam Products	Hyatt/838
Shade Information Services	Westin
Shamrock Gift Wrap	328
Shamrock Gravure Products Inc.	Hilton
Shar Lee Packaging-Eurobags	927
Sherri Cup Inc.	808
Shuford Mills, Inc. Special Prod. Div.	842
Shuford Mills, Inc. Tape Div.	430
Simon Miller Sales Company	Westin
Smith-Lee Company	Hilton
Solo Cup Company	Westin/420
Sorg Paper Company	Hilton
Southern Champion Tray Co.	1000
Special Papers Inc.	Hyatt
Springprint/Medallion Div.	605
St. Claire Pakwell Mfg., Inc.	744
Standard Cap & Seal	320
Standard Paper Software Mktg.	1008
Star Forms Inc.	Hilton
Sterling Paper Company	Marriott/509
Stevens & Thompson Paper Co.	Marriott/1006
Stone Container Corp.	Marriott/426
Strathmore Paper Company	Ritz
Structured Computer Systems, Inc.	647
Supreme Lighting Corporation	211
Supreme Poly Products, Inc.	222
Surrey Industries	322
Sweet Paper Sales	Westin
TA Industries Inc.	Hyatt
Table Mate Products, Inc.	748
Tagsons Papers Inc.	Marriott
Tape Inc.	Marriott
Texize Div. Dow Consumer Prods.	639
Thompson Industries	Hilton
Time Products/Apollo Industries	814
Trans Tech Services, Inc.	806
Trebor Pulp & Paper Co.	Hilton
Unger Enterprises, Inc.	909
Union Camp Corp.	Ritz
UniSet, Inc.	226
The United Group	Hilton
United Overseas Intl. Inc.	126
United Paper Inc.	Hilton
United Plastic Products	224
Universal Business Systems, Inc.	541
U.S. Borax & Chemical Corp.	616
U.S. Packaging Company	Hilton
U.S. Profiles Corporation	923
Venture Packaging Inc.	106
Walden Mott Corporation	Westin
Ward Paper Company	125
S.D. Warren Co.	Hilton
Wausau Coated Sales Inc.	Hyatt
Webster Packaging	Hyatt/Island 831
Webster Industries	Marriott/Island 831
We Package It	210
Western Paper Products Inc.	Hilton
Byron Weston Company	Westin
Weyerhaueuser	Ritz
White & Hodge Company	Hilton
White Mop Wringer Company	633
Wilder Industries	Westin
Wilkinson Manufacturing Co.	Marriott/733
Williamhouse Sales Corp.	Marriott/706
Winchester Carton Corp.	539
Wisconsin Converting Inc.	Hilton
Wisconsin Tissue Mills, Inc.	Hilton
Zephyr Manufacturing Company	917

Last Minute Additions

Diamond Plastics Corp. — Hilton	Gordon Paper Co. — Hyatt	Permacel Tape — Hilton
G-P/Erving Distributor Products — Westin/532	Labelblank Corp. — Hilton	WWF Paper Corp. — Hyatt

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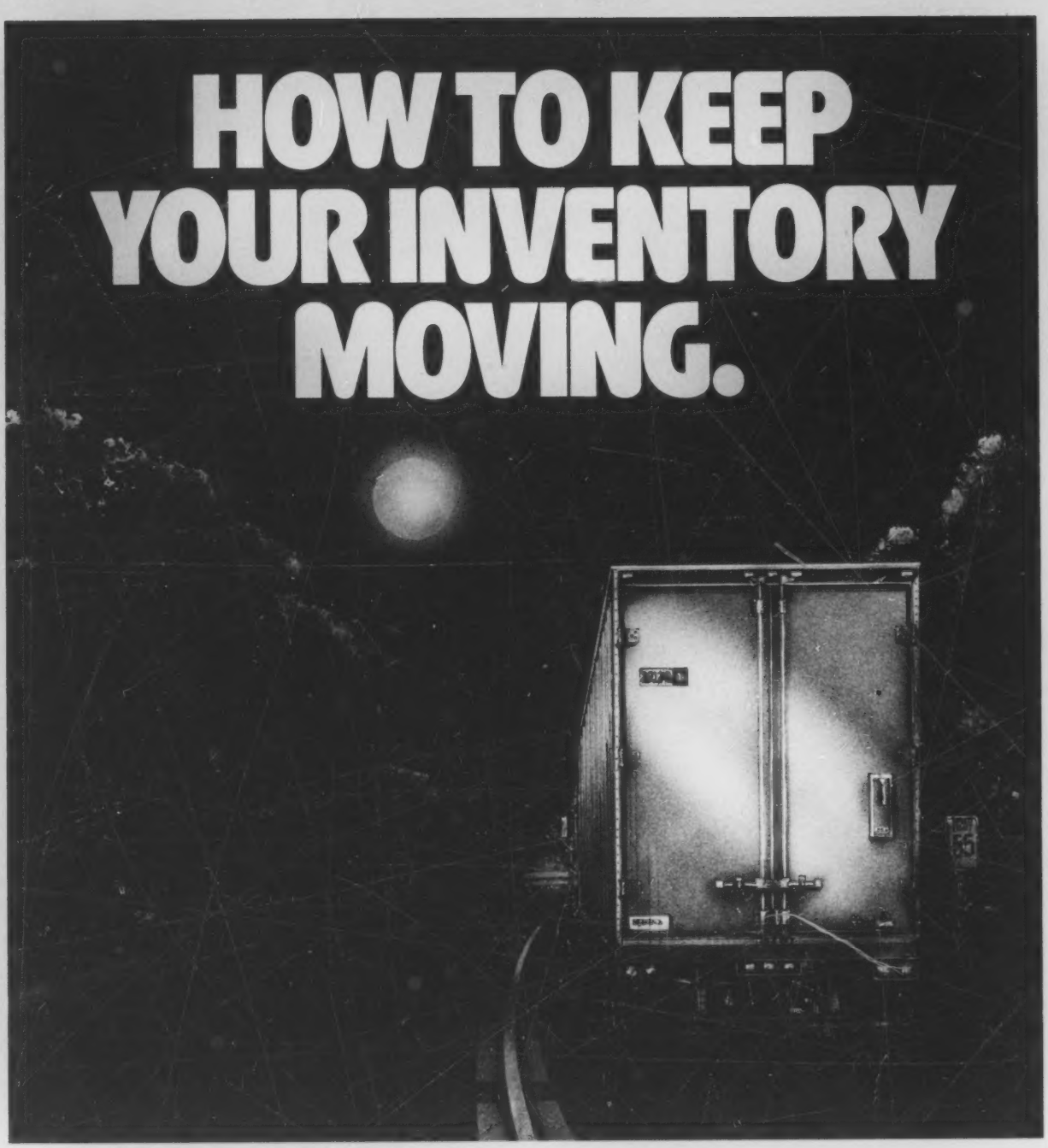


When you truck with Howard, you have over 1200 items (over 2100 tons) in a 2.4 acre warehouse. Your order's only a few days away. And what we don't have in stock, we can make. We also make special papers for the special needs of your customers, and we want your business!

We're going to keep your inventory moving this year in other ways, too. With a multi-market, multi-media advertising campaign. It's our strongest effort in years and it includes new colors, finishes and samples, plus direct mail campaigns to the specifiers of Howard Papers.

Howard's big stock, hustlin' deliveries and big promotions help you keep your sales going up. Call your Howard Paper Representative or write Howard Paper Mills, Inc., 115 Columbia Street, P.O. Box 982, Dayton, Ohio 45401. Let's keep on truckin'. Together.

THE NATION'S PRINTING PAPERS
HOWARD

"Howard Paper Mills will host a hospitality suite at the Radisson Hotel Atlanta, Suite 1104."

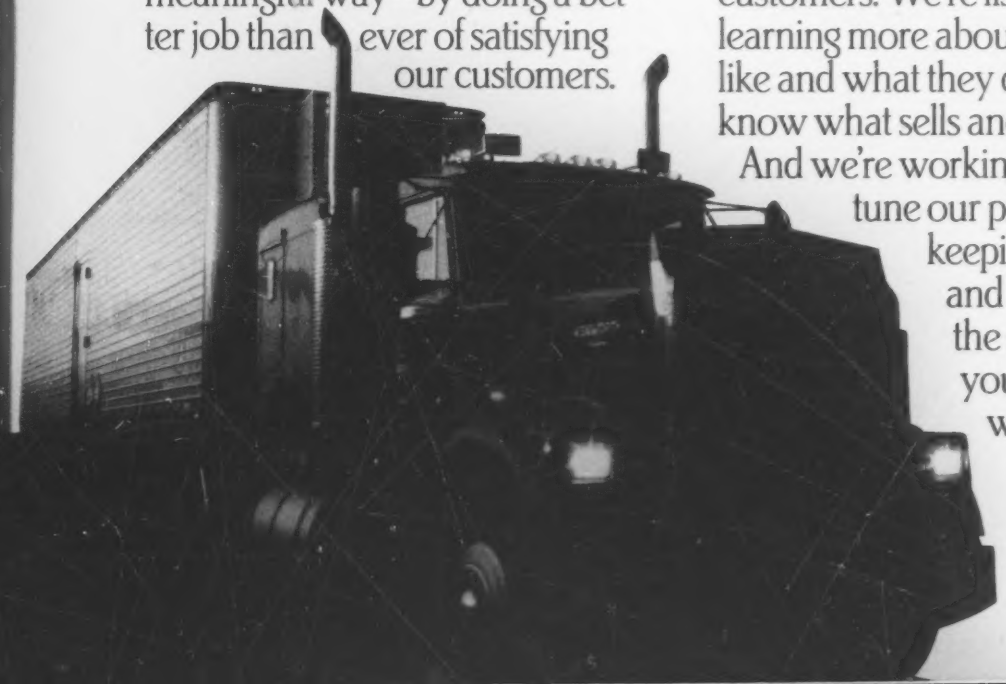
YOU'VE OUR WORD

We know it's tough out there. Always has been. Because, in the away-from-home products industry, you don't build success on empty promises. You give it your best, time after time...or you're history.

A while back, Georgia-Pacific took a good hard look at our place in the business. Frankly, we decided we could do better. We also decided there was only one meaningful way—by doing a better job than ever of satisfying our customers.

The result is a new commitment to quality throughout the Commercial Products & Systems Division—a new spirit of excellence that's reflected in everything we make.

Of course, it all starts with the customers. We're listening and learning more about what they like and what they don't. We know what sells and what doesn't. And we're working hard to fine tune our product lines, keeping the good and improving the rest, to bring you the hardest-working combination of quality, selection



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and value in the business.

Just as important, we're backing our products with the service you have a right to expect from an industry leader. Call and we'll be there with answers on inventory. Shipping solutions. Tight delivery schedules. Whatever it takes to get the job done.

Plus, Georgia-Pacific is bringing its performance promise to a whole new generation of sales literature, videos, training materials and special sales promotions.

In short, we've come a long way. We're stronger, quicker, better able to meet the needs of today's marketplace...and tomorrow's. And we're going to keep moving. We'll continue to review, adapt and, most of all, listen. Because we want to be the company you—and your customers—look to for quality and service all the way down the line.

Count on it. After all, you've got our word on paper.

Georgia-Pacific GP

Commercial Products & Systems Division

320 Post Road
Darien, Connecticut 06820

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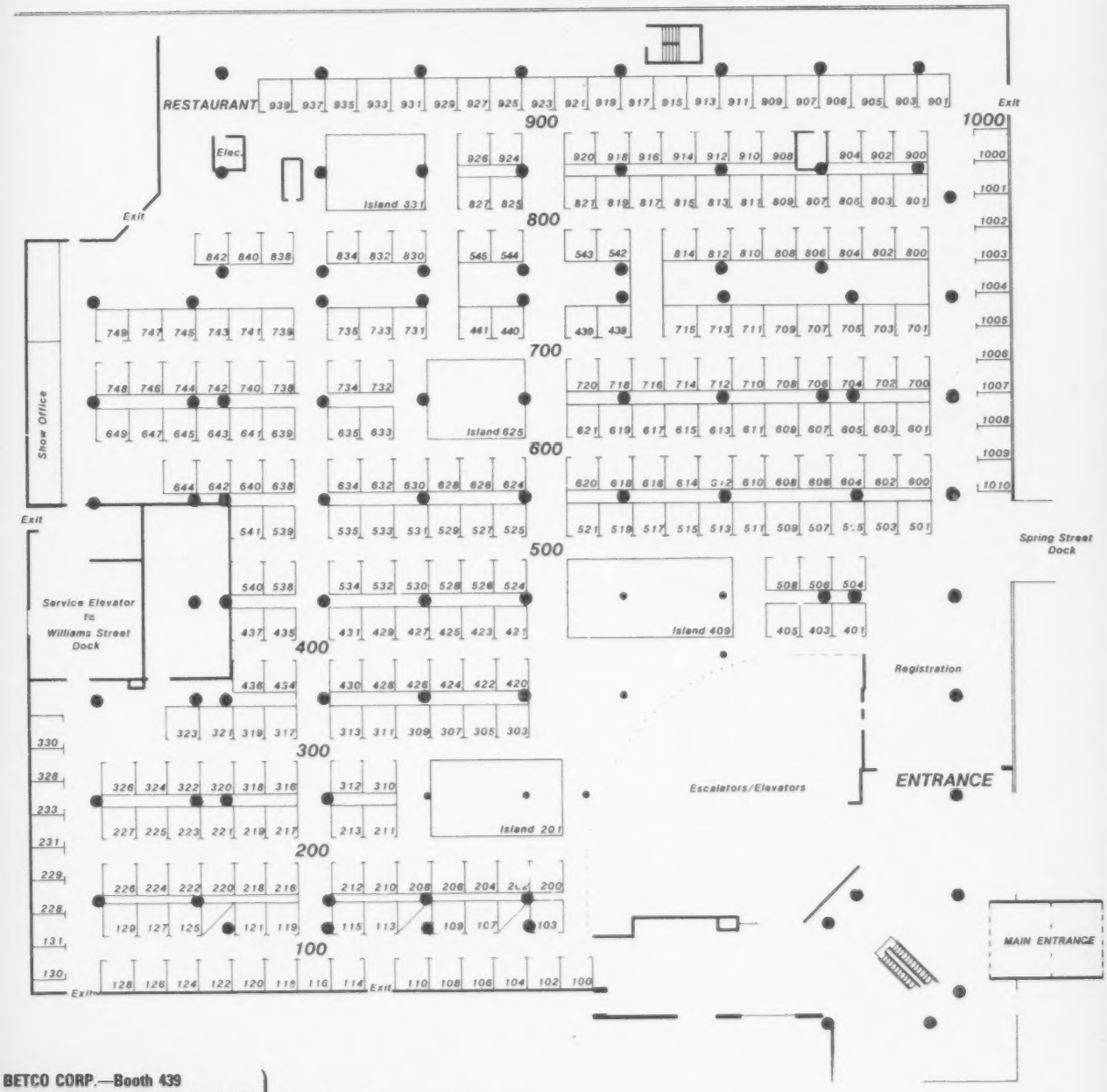
Floor Plan

1987 Paper/Plastics & Allied Products Exposition

APPAREL MART, ATLANTA, GA



BETCO CORP.—Booth 439
CASCADES INDUSTRIES—Booth 438
CORDAGE PACKAGING—Booth 441
PROTECTO, INC.—Booth 440

[NOW LOCATED IN AISLE 700]

COASTLINE PACKAGING INC.—Booth 544
LINPAC FLEXIBLE PACKAGING—Booth 542
ROCKWELL CHEMICAL INC.—Booth 543
SCICOM DATA SERVICES, LTD.—Booth 545

[NOW LOCATED IN AISLE 800]

1987 Exposition

ABC Compounding Co., Inc. 208
Adams Business Forms 118
ADCO Specialties, Inc. 109
A&E Plastics, Inc. 425
AEP Industries, Inc. 103
Alcan Foil Products 817
Alliance Rubber Company 827
Alumax Foils, Inc. 924
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American Fiber-Velope Mfg. Co. 104
Americo Manufacturing Company, Inc. 428
Amko Plastics, Inc. 901
Amoco Foam Products Company 743
Amrep, Inc. 908
Anchor Industries 830
Armin Poly-Version, Inc. 526
Artco Converters 435
Atlantic Mills, Inc. 810
Bagcraft Corporation of America 505
Barrier Industries, Inc. 704
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Beier & Company 524
Berwick Industries 401
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Boas Box Company 711
Bulman Products Inc. 303
CPI, Inc. 310
CPL Industries 912
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Cascades Industries 438
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Econoco Corporation 617
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Franklin Disposables, Inc. 705
Freeman Paper Company 1010
Gallos/Diamond Plastics 840
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Genpak Corporation 738
Georgia-Pacific Corporation ..... Island 625
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Gold-Data 644
Heritage Bag Company 710
Hilex Poly Co., Inc. 528
Himolene 739
Hollywood Ribbon Industries, Inc. 122
Hospital Specialty Company 700
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IVEX Corporation 929
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Jet Plastica Industries, Inc. 200
Kaiser Aluminum & Chemical Corp. 120
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Kole Industries 114
LPS Industries, Inc. 317
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Laminations Corp. 607
Linpac Flexible Packaging 542
Lockwood Association, Inc. 434
3M/Tape and Automotive Group 525
Macaple Corp. 231
Mack-Allied/Mack-Chicago Corp. 643
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Marcal Paper Mills, Inc. 601
Marsh Stencil Machine Company 513
Marvel Lighting Corporation 801
Maryland Paper Box Company 933
Maryland Plastics, Inc. 702
Medical Disposables 206
Mercantile Development, Inc. 742
Midwest Film Corporation 701
Mobil Chemical Company 517
Moser Bag & Paper Co. 732
Mulco Industries 217
Mutual Paper Company 819
National Distributors, Inc. 1004
National Paper Trade Assoc. Inc. ..... Registration Area
National Poly Products 1002
Nice-Pak Products 911
Nifty Packaging Products 638
N. Alabama Ind. Dev. Assoc. 218
Nyman Mfg. Co. 503
Odyssey Packaging, Inc. 649
C.M. Offray & Son, Inc. 832
Omega Plastics Corp. 115
Paper Manufacturers Company 225
Peacock Products 228
Pioneer Gift Wrap 709
Plastics, Inc. 626
Plymouth Rubber Company, Inc. 611
Polar Plastics Mfg., Ltd. 813
Polyplast Group, Inc. - United Brands Co. 318
Polyvinyl Films Inc. 614
Pres-on Products, Inc. 110
Primepak 920
Printwrap Sales, Inc. 913
Protecto, Inc. 440
Qualitad 812
Regal Poly-Pak 604
Rexford Paper Co. 223
Rixie Paper Products, Inc. 745
Roadnet Technologies, Inc. 707
Robbie Manufacturing, Inc. 919
Rochester Midland Corp. 640
Rockwell Chemical, Inc. 543
Ryder Truck Rental, Inc. 747
SBS Products, Inc. 642
SCM Allied Paper Inc. 324
SQP, Inc. 906
Saf-T-Cote, Div. of Trojan, Inc. 128
Sandusky Plastics, Inc. 811
Sanek International Inc. 918
San Jamar, Inc. 323
I. Schneid, Inc. 939
Scicom Data Services, Ltd. 545
Scott Paper Company ..... Island 409
Sealright Company Inc. 600
Sentinel Foam Products 838
Shamrock Gift Wrap 328
Shar Lee Pkg./Eurobags 927
Sherri Cup, Inc. 808
Shuford Mills Special Products Div. 842
Shuford Mills Tape Division 430
Solo Cup Company 420
Southern Champion Tray Co. 1000
Springprint/Medallion Div. 605
St. Clair Pakwell Mfg., Inc. 744
Standard Cap & Seal 320
Standard Paper Software Mktg. Corp. 1008
Sterling Paper Company 509
Stevens & Thompson Paper Co. 1006
Stone Container Corporation 426
Structured Computer Systems, Inc. 647
Supreme Lighting Corporation 211
Supreme Poly Products, Inc. 222
Surrey Industries 322
Table Mate Products, Inc. 748
Texize, Div. Dow Consumer Prods. 639
Time Products/Appollo Industries 814
Trans Tech Services, Inc. 806
Unger Enterprises, Inc. 909
Union Camp Corporation 613
UniSet, Inc. 226
United Overseas Intl., Inc. 126
United Plastic Products 224
Universal Business Systems, Inc. 541
U.S. Borax & Chemical Corp. 616
U.S. Profiles Corporation 923
Venture Packaging, Inc. 106
Ward Paper Company 125
Webster Industries ..... Island 831
Webster Packaging ..... Island 831
We Package It 210
Wilkinson Manufacturing Company 733
Williamhouse Sales Corporation 706
White Mop Wringer Company 633
Winchester Carton Corp. 539
Zephyr Manufacturing Company 917

Exposition '87 Buyer's Guide

Find exhibitors by product catagories.

BUSINESS PRODUCTS & SERVICES

	Booth
Adams Business Forms	118
Alliance Rubber Company	827
American Fiber Velope Company	104
Distribution Resources Company	100
Himolene	739
Label America	227
Moser Bag & Paper Company	732
Paper Manufacturers Company	225
SCM Allied Paper, Inc.	324
Williamhouse Sales Corp.	706

COMPUTER PRODUCTS

	Booth
Adams Business Forms	118
CPI, Inc.	310
Distribution Resources Company	100
Efficient Data Processing	915
Fabian Taping Dispenser Corp.	731
Gold-Data	644
Label America	227
Lockwood Assoc., Inc.	434
Roadnet Technologies	707
SCM Allied Paper, Inc.	324
Scicom Data Services, Ltd.	545
Standard Paper Software Mktg. Corp.	1008
Structured Computer Systems, Inc.	647
Trans Tech Services, Inc.	806
Universal Business Systems, Inc.	541

FOODSERVICE DISPOSABLES

	Booth
A&E Plastics, Inc.	425
Adams Business Forms	118
ADCO Specialties, Inc.	109
Alcan Foil Products	817
Alumax Foils, Inc.	924
Amcel Corporation	421
Americo Mfg. Company, Inc.	428
Amoco Foam Products Company	743
Armin Poly-Version, Inc.	526
Atlantic Mills, Inc.	810
Bagcraft Corp. of America	505
Beach Products	1003
Bedford Plastics, Inc.	834
Beier & Company	524
CPL Industries	912
Carthage Cup Company	321
Cellucap Manufacturing Company	734
Chicopee	606
Clark Paper Converting Corp.	825
Clear Shield National, Inc.	313
Comet Products, Inc.	533
Commodore Foam Products	127
Dart Container Corporation	630
Douglas Stephen Plastics, Inc.	538
Duni Corporation	807
Ekco Products	1007
Epco, Inc.	1005
Erving Distributor Products/G-P	532
The Fonda Group, Inc.	716
Foodservice & Packaging Institute	124
Form Fit Plastics	925
Forster Mfg. Co., Inc.	529
Franklin Disposables, Inc.	705
Freeman Paper Company	1010
Gallos/Diamond Plastics Corp.	840
Genpak Corporation	738
Georgia-Pacific Corporation	Island 625
Heritage Bag Company	710
Himolene	739
Imperial Cup Corporation	608
Inline Plastics Corporation	216
Ivex Corporation	929
James River Away From Home	Island 201
Jet Plastica Industries, Inc.	200
Kaiser Aluminum & Chemical Corp.	120
Keystone Adjustable Cap Co., Inc.	805
Label America	227
Macaple Corporation	231
Marcal Paper Mills	601
Maryland Plastics Inc.	702
Mobil Chemical Company	517
Moser Bag & Paper Company	732
Mulco Industries	217
National Poly Products, Inc.	1002
Nice-Pak Products, Inc.	911
Nyman Mfg. Company	503
Omega Plastics Corporation	115
Plastics, Inc.	626
Polar Plastics Mfg., Ltd.	813
Polyplast Group, Inc. - United Brands Co.	318
Polyvinyl Films, Inc.	614
Rixie Paper Products, Inc.	745
Rockwell Chemical, Inc.	543
SBS Products, Inc.	642
SQP, Inc.	906
Sandusky Plastics, Inc.	811
Sherri Cup, Inc.	808
Solo Cup Company	420
Southern Champion Tray Company	1000
Springprint/Medallion Division	605
Standard Cap & Seal	320
Sterling Paper Company	509
Table Mate Products, Inc.	748
Uniset, Inc.	226
United Plastic Products	224
Webster Industries	Island 631
Wilkinson Mfg. Company	733
Winchester Carton Corp.	539

HEALTH CARE DISPOSABLES

	Booth
ADCO Specialties, Inc.	109
Amcel Corporation	421
Americo Mfg. Company, Inc.	428
Atlantic Mills, Inc.	810
Cascades Industries	438
Cellucap Mfg. Company	734
Clark Paper Converting	825
Comet Products, Inc.	533
Dart Container Corporation	630
Douglas Stephen Plastics, Inc.	538
Ekco Products	1007
Forster Mfg. Co., Inc.	529
Franklin Disposables, Inc.	705
Gallos/Diamond Plastics Corporation	840
General Plastics Corporation	429
Georgia-Pacific Corporation	Island 625
Heritage Bag Company	710
Himolene	739
Hospital Specialty Company	700
James River Away From Home	Island 201
Keystone Adjustable Cap Co., Inc.	805
Medical Disposables	206
Moser Bag & Paper Company	732
Mulco Industries	217
National Poly Products, Inc.	1002
Rixie Paper Products, Inc.	745
Scott Paper Company	Island 409
Springprint/Medallion Division	605
Standard Cap & Seal	320
United Plastic Products	224

INDUSTRIAL PACKAGING

	Booth
A&E Plastics, Inc.	425
AEP Industries, Inc.	103
Alliance Rubber Company	827
Anchor Industries	830
Armin Poly-Version, Inc.	526
Bagcraft Corporation of America	505
Bedford Plastics, Inc.	834
Beier & Company	524
Better Packages	501
Bulman Products, Inc.	303
Ben Clements & Sons, Inc.	900
Commodore Foam Products	127
Continental Extrusion Corp.	800
Cordage Packaging	441
The Crowell Corporation	714
The Crystal Tissue Company	431
Cyklop Strapping Corporation	427
Delta Plastics Corporation	113
Fabian Taping Dispenser Corp.	731
Fana, Inc.	910
Heritage Bag Company	710
Himolene	739
IVEX Corporation	929
LPS Industries, Inc.	317
Label America	227
Laminations Corporation	607
3M/Tape & Allied Products	525
Mack-Allied/Mack Chicago Corp.	643
Marsh Stencil	513
Mobil Chemical Company	517
Moser Bag & Paper Company	732
Mutual Paper Company	819
National Distributors, Inc.	1004
Nifty Packaging Products	638
Peacock Products	228
Plymouth Rubber Company, Inc.	611
Polyplast Group, Inc. - Div. United Brands Co.	318
Primepak	920

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Saturday, Sunday, Monday

Rexford Paper Company 223
Rockwell Chemical, Inc. 543
Sanek International, Inc. 918
Sentinel Foam Products 838

JANITORIAL SUPPLIES

	Booth
ABC Compounding Co., Inc.	208
ADCO Specialties, Inc.	109
Alliance Rubber Company	827
Amcel Corp.	421
Americo Mfg. Company, Inc.	428
Amrep, Inc.	908
Atlantic Mills, Inc.	810
Bagcraft Corp. of America	505
Barrier Industries, Inc.	704
Bay West Paper Co.	129
Betco, Corp.	439
Bulman Products, Inc.	303
Carroll Company	712
Cascades Industries	438
Cellucap Mfg. Company	734
Chicopee	606
Clark Paper Converting Corp.	825
Comet Products, Inc.	533
Comfort Sanitary Products, Inc.	907
Cotto-Waxo Company	221
CPL Industries	912
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Go-Jo Industries, Inc.	916
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Impact Products, Inc.	108
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James River Away From Home	Island 201
Mobil Chemical Company	517
National Distributors, Inc.	1004
National Poly Products, Inc.	1002
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Protecto, Inc.	440
Rochester Midland Corp.	640
Rockwell Chemical, Inc.	543
San Jamar, Inc.	323
SBS Products, Inc.	642
I. Schneid, Inc.	939
Scott Paper Company	Island 409
Stevens and Thompson Paper Company	1006
Texize, Div. of Dow Consumer Prod., Inc.	639
Unger Enterprises, Inc.	909
U.S. Borax and Chemical Corp.	616
United Plastics Products	224
Webster Industries	Island 831
White Mop Wringer Company	633
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MATERIAL HANDLING PRODUCTS

	Booth
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Ben Clements & Sons, Inc.	900
Econoco Corp.	617
Fabian Taping Dispenser Corp.	731
Himolene	739
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Berwick Industries	401
Boas Box Company	711
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Century Packaging, Inc.	905
Champion International Corp.	305
Clear Shield National, Inc.	313
Ben Clements & Sons, Inc.	900
Coastline Packaging, Inc.	544
Comet Products, Inc.	533
Commodore Foam Products	127
Continental Extrusion Corp.	800
Cordage Packaging	441
Creative Concepts	926
The Crystal Tissue Company	431
Douglas Stephen Plastics, Inc.	538
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Econoco Corporation	617
Ekco Products	1007
Equality/Stribbons	740
Fabian Taping Dispenser Corp.	731
Form Fit Plastics	925
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Glitterwrap, Inc.	220
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Hilex Poly Company, Inc.	528
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Moser Bag & Paper Company	732
Mulco Industries	217
National Distributors, Inc.	1004
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Omega Plastics Corporation	115
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Polyplast Group, Inc. - United Brands Co.	318
Primepak	920
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Rixie Paper Products, Inc.	745
Rockwell Chemical, Inc.	543
Sanek International, Inc.	918
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Shar Lee Packaging	827
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TAPES

	Booth
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Decker Tape Products Company	914
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Pres-on Products, Inc.	110
Shuford Mills Inc., Tape Division	430

OTHER

	Booth
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Cellucap Mfg. Company	734
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Econoco Corporation	617
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IVEX Corporation	929
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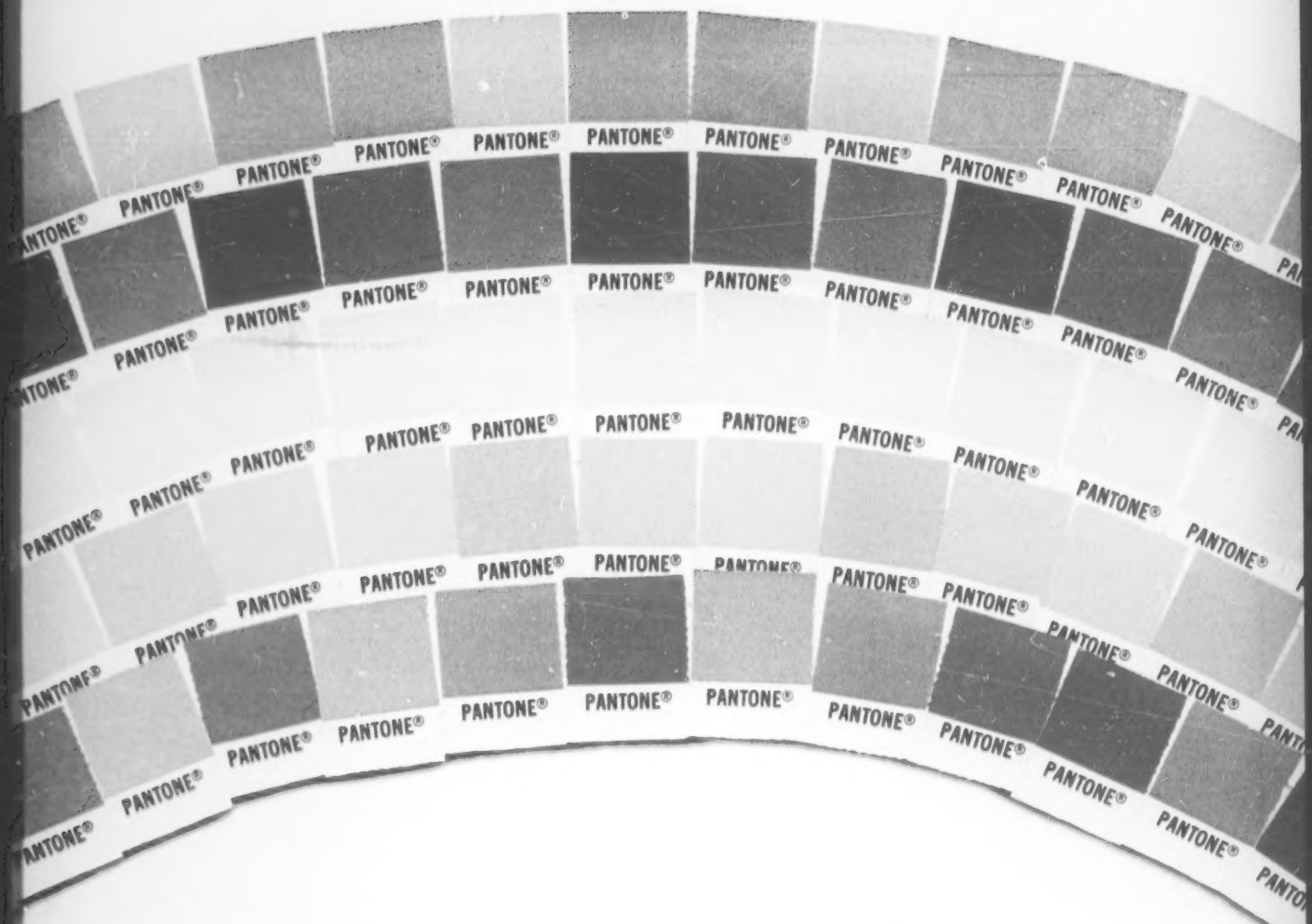
San Jamar, Inc.	323
Sentinel Foam Products	838
Shuford Mills, Inc.	842
Standard Cap & Seal	320
Supreme Lighting Corporation	211

"You're here for 'the NPTA Convention'? Could you be a little more specific—we've got two this week: Paper Trade & Passenger Traffic.



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Paper/Plastics & Allied Products Exposition 1987

Listed here are all of the companies exhibiting in the 1987 Paper/Plastics & Allied Products Exposition. Use this resource and keep it for future reference. Advertisers are in color.

ABC COMPOUNDING CO., INC.

Booth 208

6970 Jonesboro Road
Morrow, GA 30260

A manufacturer of more than 500 private label cleaning compounds, both liquids and powders. Our line includes floor finishes, sealers and strippers, all purpose cleaners, disinfectant cleaners, glass cleaners, ware wash products, laundry products, hand soaps, degreasers, automotive products, weed killers and insecticides. The company will manufacture to private formulations to meet specific requirements.

Contact: Doug Armistead, Vice President, Sales/Marketing 404-968-3630

ADAMS BUSINESS FORMS

Booth 118

200 Jackson Street
Topeka, KS 66603

We are a full-line business forms manufacturer specializing in stock and custom print guest checks, unit sets, continuous forms, manifold and sales books. State-of-the-art laser graphic design capabilities allow us to provide these products with a high degree of quality at a competitive price.

Contact: Robert J. Sachs, Sales Development Coordinator 913-233-4101

ADCO SPECIALTIES, INC.

Booth 109

Box 47
18 N. Bridge Avenue
Red Bank, NJ 07701

Disposables for the foodservice, industrial and institutional markets. Wiping cloths, aprons, wash cloths and treated dust cloths.

Contact: Chris O'Connor, Sales Manager 201-530-7555.

A&E PLASTICS, INC.

Booth 425

14505 Proctor Avenue
Industry, CA 91749

A vertically integrated manufacturer of OPS packaging for the agricultural, food processor, supermarket, bakery and foodservice industries. THE SHOW OFF® meat trays, THE GARDEN PARTY® produce trays and THE SELL OUT® foodservice containers feature unique designs and innovative materials. A&E Plastics is a division of Packaging Corporation of America, a Tenneco Company.

Contact: Alvin Berke, Director of Marketing 818-968-3801

AEP INDUSTRIES, INC.

Booth 103

20 Knickerbocker Road
Moonachie, NJ 07074

New stretch films for handwrap, rotary and ultra performance packaging complete a broad range of polyethylene film and film products: shrink bundling, overwrap, pallet wrap and bags, liners, bags on rolls or individually cut, all sizes, colors and stock items.

Contact: Bill Rice, National Business Manager 201-935-6500

ALCAN FOIL PRODUCTS

Booth 817

P.O. Box 32840
Louisville, KY 40232

See our ad page 65

A manufacturer of a full assortment of retail and foodservice foil rolls, foil pop-up sheets, foodservice, film and foil containers. Included in the line is Alcan's exclusive "Quarter-Miler" foil roll, which is compatible with miler film dispensers.

Contact: R.C. (Bob) Shemming, Foodservice National Sales Manager 502-459-1900

ALLIANCE RUBBER COMPANY

Booth 827

Rte 3, Schweizer Road
Franklin, KY 42134

If you bind, bundle, tie or bunch, hold everything 'til you talk to Alliance. Since 1923, we've been making rubber bands for every industrial need and developing new ones as needs arise. We're specialists! We make rubber bands and only rubber bands. Call the Hold Everything People at toll free 1-800-626-5940.

Contact: Sandra Keen, Regional Sales Manager 800-626-5940

ALUMAX FOILS, INC.

Booth 924

6100 S. Broadway
St. Louis, MO 63111

A manufacturer of a full line of foodservice products. Our aluminum foil rolls have a unique safety edge cutter. All pop-up sheets are interfolded in a wider opening carton for quick, one-at-a-time dispensing; laminated pop-ups are also interfolded for convenient dispensing.

Contact: Michael L. Ilten, Marketing Manager 314-481-7000, 800-325-9501

AMCEL CORPORATION

Booth 421, 423

One Galen Street
Watertown, MA 02172

A manufacturer of standard and premium (Bag'm) can liners, plastic cutlery: bulk, boxed or wrapped, clear food and bakery poly bags, stock print poly produce and ice bags, heavy duty poly meat bags, bottle/can recyling bags, bags for restaurant leftovers, banquet roll table covers, retail packs (Bag'm) trash bags, retail packs (T'Go) and plastic cutlery.

Contact: Nathan Weiss, Vice President Sales/Marketing 800-225-7992

AMERICAN FIBER-VELOPE MFG. CO.

Booth 104

Pusey & Mildred Avenues, P.O. Box 49
Collingdale, PA 19023-0049

See our ad pages 53 – 54

The company is a leading manufacturer of specialty envelopes and filing systems. Expansion and catalog envelopes made of tear-resistant Tyvek and extra strong kraft are our prime products. Custom manufacturing is our expertise. Visit our booth and see the many mailing and filing products available.

Contact: Joseph Zoshak, Marketing Manager 1-800-AFV-6262

AMERICO MANUFACTURING COMPANY, INC.

Booth 428

6224 N. Main Street
Acworth, GA 30101
See our ad page 51

The firm is a basic manufacturer of floor machine pads, hand scrubbing pads, urinal screens and walk-off mats. Floor and hand pads are a blend of polyester and nylon fibers. The various mats are constructed of polyester, olefin, vinyl jacketed nylon and polypropylene, each bonded to virgin vinyl.

Contact: Kent Yocum, Vice President Sales 404-974-7000

AMKO PLASTICS, INC.

Booth 901, 903

12025 Tricon Road
Cincinnati, OH 45246

The company manufactures a full line of custom specialty plastic packaging, including rigid handle bags, soft loop bags, drawstring bags, patch handle bags, handle hole bags, flip-top bags, tape draw bags, merchandise bags, litter bags, shoulder drawstring bags and garment bags.

Contact: Thomas H. Truesdell, Vice President Marketing 800-543-7030

AMOCO FOAM PRODUCTS COMPANY

Booth 743

Northridge Pointe Office Park
400 Northridge Road
Atlanta, GA 30338

The company offers a full line of China Foam foodservice disposables, including carryout containers, tableware and school lunch trays. They are available from distributors nationwide. Fast food operations, healthcare facilities, schools, convenience stores, delis, vending services, cafeterias and caterers are enjoying the quality and money-saving advantages of Amoco disposables.

Contact: John A Krause, National Marketing Manager 404-955-5595

AMREP, INC.

Booth 908

990 Industrial Park Drive
Marietta, GA 30062

A manufacturer of aerosol and bulk chemicals for the sanitary supply, specialty chemical, foodservice and packaging industries under national brand or private label. Our line includes cleaners, disinfectants, floor care, insecticides, herbicides, automotive, industrial bench maintenance and lubricants.

Contact: Dan Ritter, Vice President - Sales & Marketing 1-800-241-7766, 404-422-2071

ANCHOR INDUSTRIES

Booth 830

1831 Avenue H
St. Louis, MO 63125

The company will display the following: Miler Film Systems; all purpose food film cutter boxes; lidder containers and equipment; custom thermoforming; meat and produce films; printed films; topper containers and lid system.

Contact: Gary Scherer, Vice President - Sales 314-544-3900

ARMIN POLY-VERSION, INC.

Booth 526

301 West Side Avenue
Jersey City, NJ 07305

A manufacturer of disposable plastic gloves, aprons, bibs and shoe covers, specialty heat sealed plastic products, polyethylene bags, plain and printed, polyethylene films, sheets and rolls.

Contact: Richard Mazzie, Vice President Sales/Marketing 201-451-0600

ARTCO CONVERTERS

Booth 435, 437

1 Stationery Place
Rexburg, ID 83441

Announcements are available in a broad line to fill all requirements for both cash and carry and the stocking merchants.

Contact: Bruce Hersh, National Sales Manager 208-356-3200

ATLANTIC MILLS, INC.

Booth 810

P.O. Box 680
Asbury Park, NJ 07712

The company will be exhibiting a variety of disposable wipers and aprons. Included in these are foodservice wipers and aprons, wash cloths, treated dust cloths, stretch and clean dust cloths, dust tools, industrial towels, scrim reinforced wipers, air laid, bonded cellulose, cheesecloth and shop towels.

Contact: Lesley J. Ward, General Manager 201-774-4882 (in NJ), 800-242-7374 (outside NJ)

BAGCRAFT CORPORATION OF AMERICA

Booth 505, 507

3900 W. 43rd Street
Chicago, IL 60632

The company provides 350 stock packages for supermarkets, foodservice, hotel-motel, C-stores and retail packaging. Grazing Bag™ packaging system, Dubl-Wax® bags, Dubl-Fresh® cookie bags, Dubl-Panel® window bags, Honeycomb™ foil sandwich wraps and bags, coated and waxed one side sheets, coffee bags and Idento™ gift packaging program. New Dubl-Clear™ supermarket packaging, new school lunch program, season's greetings designs, matched graphics on bags, sheets and roilstock.

Contact: Mort Henshell, Vice President, Sales 312-254-8000

BARRIER INDUSTRIES, INC.

Booth 704

200 East Main St.
Port Jervis, NY 12771
See our ad page 80

The company will feature its maintenance and specialty chemicals including floor care products (finishes, waxes, cleaners), kitchen and bathroom cleaners (bowl, dish, all purpose), disinfectants, industrial and automotive specialty chemicals, as well as the full line of products available for private label.

Contact: Ben Elder, National Sales Manager 914-856-6633

BAY WEST PAPER COMPANY

Booth 129

1100 W. Mason St., P.O. Box 10568
Green Bay, WI 54307
See our ads pages 44/117

The company offers a complete line of sanitary washroom products including hardwound roll towels, folded towels, tissue, soap, glass cleaner, household roll towels and dispensing equipment.

Contact: Michael R. Wildenberg, Vice President of Sales & Marketing 414-494-8731

BEACH PRODUCTS

Booth 1003

One Paper Place
Kalamazoo, MI 49001

The firm offers a complete line of disposable napkins, cups, plates, tablecovers, coasters and placemats with a full range of sizes. Custom printing is available on all items. The company features more than 34 contemporary designer colors that are available either plain or custom printed.

Contact: H.R. von der Osten, Vice President, Special Markets 616-349-2626

BEDFORD PLASTICS, INC.

Booth 834

3803 North Fourth Avenue
Sioux Falls, SD 57104

The company produces microwaveable, disposable and reuseable polypropylene deli containers, microwaveable trays and domes and dual ovenable CPET trays, which are available in stock sizes and to special order. We do four-color printing on deli containers and lids.

Contact: W. James Hill, Director Marketing/Sales 800-642-7654

BEIER & COMPANY

Booth 524

800 E. River Street
Dixon, IL 61021

The company will feature its full line of Color Crest Texture Harmonie, custom printed or plain, notion and millinery bags and wrap. Hotel/motel disposable amenities, drug store packaging, florist wrap and sleeves and a host of other Beier products are featured in their booth this year.

Contact: Dwight Young, Director/Marketing 815-284-6666

BERWICK INDUSTRIES

Booth 401, 403, 405

50 E. Ridgewood
Paramus, NJ 07652
See our ad page 81

The company has the broadest line of ribbon and bow products, satisfying the retailers new demands for upscale items, from metallic tone, iridescent and exciting imported ribbons to our *complete* line of (poly) Splendorette® ribbons and bows available in 30 colors. We have it all and now we have the service to back it up.

Contact: Rick Norton, Sales Manager 404-926-9048

BETCO CORPORATION

Booth 439

1001 Brown Avenue
Toledo, OH 43607
See our ad page 7

A complete line of chemical specialties including detergents, disinfectants, floor finishes available in all size containers including quarts and aerosols. Brand name label or custom private brand. In-house graphic arts department will customize private label literature, special packaging and sales aids. Sales staff provides field support.

Contact: John Reed, National Sales Manager 1-800-537-4977, 1-800-472-3444 (in Ohio), 419-241-2156

BETTER PACKAGES

Booth 501

19 Forest Parkway
Shelton, CT 06484
See our ad page 13

Electric, electronic and manual gummed tape machines, pressure sensitive tape dispensers, package sealers, label and envelope moisteners, electronic USPS/UPS weighing systems, mailing machines for USPS meters/registers.

Contact: William F. Meyer, Jr., National Sales Manager 203-926-1087

BOAS BOX COMPANY

Booth 711, 713, 715

44 Greenfield Avenue
Ardmore, PA 19003

The company offers one of the most complete lines of one and two piece gift/florist boxes, with more than 275 sizes, each one available in any of our 21 standard colors. Come see 34 film colors - shopping bags and new hi tension. We are also introducing one of the world's most complete ribbon lines.

Contact: Robert J. La Rosa, National Sales Manager 800-BOAS-BOX, 215-649-6100 (in PA)

BULMAN PRODUCTS

Booth 303

1650 McReynolds NW
Grand Rapids, MI 49504
See our ad page 37

The company is featuring the new side loading clip Suzy Rack and ribbon dispenser/cutter, as well as its new deluxe packing table. In addition, our line of foodservice and shipping supply dispenser products will be displayed.

Contact: Jack Kirkwood, President, General Manager 616-363-4416

CPI, INC.

Booth 310, 312

40 Highway 34 North
Colts Neck, NJ 07722
See our ad page 162

CPI's PAPER TIGER is the result of thousands of hours research into the specific operational requirements of the paper merchant. It is the one custom software system that gives you instant access to accurate, timely data that helps provide your customers with better service profitably. Already on line and running in paper merchant operations throughout the U.S.A., PAPER TIGER is the proven, complete system for the paper merchant.

Contact: Philip Sturm, President 201-462-8900

CPL INDUSTRIES

Booth 912

101 North Summit Street
Tenafly, NJ 07670

Industrial and institutional cleaning products, bar soaps, all purpose cleaners, laundry detergents, non-woven all purpose wipers, cleansers, dishwashing liquids, polishes, Sterno/Handy Fuel canned heat (cooking fuel).

Contact: Gary Ponder, National Sales Manager 201-568-2330

CARROLL COMPANY

Booth 712

2900 W. Kingsley Road
Garland, TX 75041
See our ad page 35

A complete private label or branded name janitorial chemical program including liquids and powdered products. The program includes soaps, cleaners, aerosols, finishes, sealers, strippers, disinfectants, deodorants, deodorant blocks, restroom cleaners of all types, drain openers, floor sweeps and specialty items. The company also offers a dispenser for laundry and warewash products.

Contact: Craig Neely, National Sales Manager 214-278-1304

CARTHAGE CUP COMPANY

Booth 321

202 E. Whaley
Longview, TX 75606

Thermoformed plastic disposables: plastic cold cups and lids—3 oz., 5 oz., 7 oz., 9 oz., 10 oz., 12 oz., 14 oz. and 16 oz.; coffee service inserts and holders, 7 oz.; portion cups and lids—2 oz., 3/4 oz., 4 oz., 5 oz., printing capability; hotel/motel individually wrapped cups—translucent, white and clear.

Contact: Brent T. Abernathy, Sales 214-757-3673

CASCADES INDUSTRIES

Booth 438

P.O. Box 47158
Atlanta, GA 30362

Two ply and one ply bathroom tissue, paper towels—available in various stock and private label designs. Other products manufactured by the company include: corrugated medium, liner board, kraft paper, bleached kraft pulp, facial, wadding, napkin and carrier sheet stock, sanitary napkins, incontinent diapers, sterile dressings, moulded pulp egg boxes and trays.

Contact: Mickey Robertson, Vice President/Sales Division 800-241-4808, 404-448-3364

CELLUCAP MANUFACTURING COMPANY

Booth 734

4626 North 15th Street
Philadelphia, PA 19140

Disposable headware including overseas caps, chef hats, hairnets, tiaranets, bouffant caps (OR Style), shower caps, bump caps, ladies' headbands, koronets, utility caps.

Contact: John Twamley, Vice President/Sales 215-457-7900

CENTURY PACKAGING, INC.

Booth 905

600 Houze Way D.5
Roswell, GA 30076

Zippered garment bags - made in the U.S.A., as well as imported. Retail labels.

Contact: E.J. Wegener, President 404-998-8080, 707-778-1250

CERTIFIED INVESTMENTS

Booth 107

223 S. 6th Street
Griffin, GA 30223

We offer a complete variety of investment programs to fit the needs of all attendees, including IRA (U.S. Eagles now included), antique U.S. coins, gold and silver bullion, as well as related coins, mountings for same, antique and modern jewelry, investment stones, etc.

Contact: Marvin L. Goldstein, Owner 404-228-3173

CHAMPION INTERNATIONAL CORPORATION

Booth 305, 307

P.O. Box 271
Walden, NY 12586

Visit our booth for the latest in shopping bags and gift wrap designs.

Contact: Robert E. Costa, General Sales Manager 914-778-5511

CHICOPEE

Booth 606

317 George Street
New Brunswick, NJ 08901

The company has a wide variety of products, including STRETCH 'n DUST™ cleaning cloth, MASSLINN™ cleaning cloth and CHICOPEE dusting tools for your customers dusting needs. For industrial wiping there is CHICOPEE DURAWIPE™ and CHICOPEE soft cloth. BONLINN® wash cloth for the comfort and convenience of terry wash cloth. For foodservice wiping, CHIX® foodservice towel, FRESH GUY cloth towel and extra-large CHIX aprons/deluxe aprons.

Contact: Nick Hrinko, Product Director 1-800-TEL-CHIX

CLARK PAPER CONVERTING CORPORATION

Booth 825

1625 Potrero Avenue
South El Monte, CA 91733

The company will display paper toilet seat covers and dispensers.

Contact: Merle Sukut, Vice President 818-442-5652

CLEAR SHIELD NATIONAL, INC.

Booth 313

1175 South Wheeling Road
Wheeling, IL 60090

Manufacturers of retail and institutional plastic disposable cutlery, drinking straws and menu kits.

Contact: Keith Johnson, National Sales Manager 312-541-2900

BEN CLEMENTS & SONS, INC.

Booth 900, 902, 904

50 Ruta Court
South Hackensack, NJ 07606

TACH-IT tag attaching and joining division of Ben Clements & Sons, Inc. exhibiting new complete expanded line of polypropylene and nylon attachments including TANGL-PRUF tagging barbs, display HOOK-UPS, DUBL-HEADER security loops and cable ties. Hand held TACH-IT 2 and mini TACH-IT tagging guns, manual, electric and pneumatic tagging and joining equipment.

Contact: Stanley Clements 201-440-5500

COASTLINE PACKAGING, INC.

Booth 544

2574 N. University Drive
Sunrise, FL 33322

A complete line of domestic and imported retail packaging, sold exclusively through distributors. Coastline specializes in small minimum quantities. Products include patch handl-bags, poly-draws, drawstrings, garment rolls, high and low density merchandise bags, rigid handl-bags, shoppers, etc. The company also features exculsive "boutique bags," poly coated paper bags with rope handles.

Contact: Harvey Rosenbloom, President 800-327-8406

COMET PRODUCTS, INC.

Booth 533, 535

6 Stuart Road
Chelmsford, MA 01824

Exhibiting clear plastic disposable drinkware, dinnerware, stemware, portion cups and dessert dishes with lids, promotional tumblers, stock print and special print tumblers, tinted tumblers and dinnerware, retail packages, soft plastic clear unbreakable tumblers, hotel/motel wrapped room tumblers and dual-ovenable CPET trays

Contact: A. David Eklund, Vice President Food Service Sales 617-256-6551

COMFORT SANITARY PRODUCTS, INC.

Booth 907

5604 Stone Avenue
Cleveland, OH 44102

Sanitary napkins and tampons for both vending and retail. Vending machines for both sanitary napkins and tampons. Related washroom accessories and first aid kits.

Contact: Larry Frankel, President 800-321-2919

COMMODORE FOAM PRODUCTS

Booth 127

26 Maple Avenue
Holcomb, NY 14469

Manufacturers and consultants in polystyrene foam packaging. We produce stock lines of foam meat trays, foodservice and baked goods packaging in nine colors. Complete capabilities in custom design, engineering and production of specialty parts for food, foodservice and industrial packaging. Features new stock line of pie containers with clear dome lids and cake circles in six sizes.

Contact: Stephen R. Lamboy, Vice President Sales & Marketing 716-657-7004

CONTINENTAL EXTRUSION CORPORATION

Booth 800, 802

2 Endo Boulevard
Garden City, NY 11530

Complete line of plastic packaging for retailers: shopping bags, merchandise bags, patch handle bags and specialty bags. Also new paper shopping bags.

Contact: Ronald J. Basso, Vice President-Sales 516-832-8111

CORDAGE PACKAGING

Booth 441

85 Pioneer Boulevard
Springboro, OH 75607

A manufacturer of printed polyethylene bags and pressure sensitive labels, we accept orders from a minimum of 5000 bags or labels. Drawstring, drawpoly, roll over die cut handle, deli, litter style, doorknob hangers, merchandise and coupon bags are made in our factory every day.

Contact: Joseph Cannon, Sales Manager 713-743-9525

COTTO-WAXO COMPANY

Booth 221

2737 Papin Street
St Louis, MO 63103

Manufacturer of floor sweeping compounds since 1897: sanded oil base, gritless oil base and wax base. Cotto-Waxo sells only to janitorial, paper and industrial distributors. We ship direct or warehouse stock available in many cities.

Contact: David Bussen, President 314-664-3330, 800-992-3330

CREATIVE CONCEPTS

Booth 926

P.O. Box 758
Cerritos, CA 90702

Retail and promotional packaging: paper poly laminated four-color process printed rope handle bags called "Classic Image", special formulated "Stand Up" poly bags with rope handles called "Unique Shoppers", 250 minimum shopping bags printed in "Foil" or "Flexographic Inks" and Quick-Wrap "Gift Bags". Ask the BAG XPRT!

Contact: David J. Stinson, President 213-860-6133, 213-402-9967

THE CROWELL CORPORATION

Booth 714

Crowell Rd. at Harding Ave., P.O. Box 3227
Newport, DE 19804
See our ad page 74

The company will exhibit Samson, Newport, Newport Metric, and Tufftape brands of gummed sealing tapes, as well as CRO NEL® and NYVEL® cold seal packaging materials.

Contact: Jerome J. Kipnees, Vice President, Marketing 302-998-0557

THE CRYSTAL TISSUE COMPANY

Booth 431

P.O. Box 450
Middletown, OH 45042

The only complete line of wrapping tissues which is offered exclusively through paper distributors. Exciting new designer colors, stock prints, designer colored excelsior. Also waxed, plus waxed designer colors and white, and many industrial specialty grades.

Contact: William P. Glancy, Manager - Retail Packaging 513-423-0731

CYKLOP STRAPPING CORPORATION

Booth 427

Boot Road
Downingtown, PA 19335

The manufacturer will exhibit their line of manual and electronic gummed tape dispensers with an assortment of accessories and their EM-15 Elastic Cord Tying Machine.

Contact: Edward L. Minchew, Vice President Sales 215-873-0290

DART CONTAINER CORPORATION

Booth 630, 632, 634

500 Hogsback Road
Mason, MI 48854

Insulated foam plastic cups, containers and bowls; single service impact and foam plastic plates and bowls; foam plastic hinged lid trays; plastic cutlery; clear plastic glasses; thermoformed plastic cold cups and food containers; and custom and stock printed cups and containers.

Contact: B. Gordon Byron, Sales Manager 517-676-3800

DECKER TAPE PRODUCTS CO., INC.

Booth 914

6 Stewart Place
Fairfield, NJ 07006

A leading converter/printer of pressure sensitive tape. Decker Tape offers the distributor a complete line of paper, film, packaging, strapping, cloth, teflon, double-coated and other specialty tapes. These products, as well as other services, will be exhibited.

Contact: Jack Decker, Vice President 201-227-5350

THE DELEONE CORPORATION

Booth 131

459 N.W. Adler Street
Madras, OR 97741

Stock pressure sensitive labels: a new 16-page pictorial catalog in which most of the labels are in full color shown in miniature label dispensers; Tip-N-Tell and Drop-N-Tell indicators; stock and custom tags including shipping, inventory, furniture and sales price tags.

Contact: Samuel DeLeone, President 503-475-7246

DELTA PLASTICS CORP.

Booth 113

560 Ferry Street
Newark, NJ 07105

Custom in-line extruder and converter of true 100% linear low density film and bags, known as Deltuff 501. Suppliers of a wide range of sizes—8"–110", .0004–.008, used by almost every major industry. Savings realized of 35% or more, offering increased margins.

Contact: Sid Schwartz, Sales Manager 1-201-465-0266, 1-800-221-4863

DEXIDE, INC.

Booth 330

7509 Flagstone Drive
Fort Worth, TX 76118

The company will introduce Asepta Cell II, the only entirely disposable soap dispensing system on the market. Asepta Cell II eliminates dispenser containers, maintenance, mess and mechanical problems associated with other types of dispensers. Asepta Cell II is available with a mild lotion soap, an antibacterial soap or Ultradex, an antimicrobial surgical soap, to fit all your needs.

Contact: Jay Tims, Director of Marketing 817-589-1454

DISTRIBUTION RESOURCES COMPANY

Booth 100, 102

6061 So. Willow Drive #100
Englewood, CO 80111

SFD I and SFD II (System for Distributors) are fully integrated systems that automate much of the distribution function. SFD I is the entry level system suitable for smaller distributors; SFD II includes all features of SFD I plus additional capabilities. The programs help improve customer service, control inventory and cash flow, boost profits and increase productivity. Both programs include Sales Order Processing, Inventory Control, Purchase Order Processing, A/R, A/P and G/L. INVISION is an inventory management program for wholesale distributors designed to reduce inventory investment and the cost of purchasing while maintaining customer service.

Contact: Sherry A. Hinds, Marketing Manager 303-889-4500

DOUGLAS STEPHEN PLASTICS, INC.

Booth 538, 540

22-36 Green Street
Paterson, NJ 07509

We are a manufacturer of foodservice disposables, including microwaveable/ovenable containers, catering and party store supplies, ice cream dishes, vending products, dome and flat lids for aluminum, foam, paper, board and china, nacho trays, flatware and custom diet kits and other proprietary and custom products.

Contact: Eddie Toby, Vice President Sales 201-523-3030, 212-695-0661

DRACKETT PRODUCTS COMPANY

Booth 504, 506, 508

5020 Spring Grove Avenue
Cincinnati, OH 45232
See our ad page 161

The company will be exhibiting its nationally branded high quality items such as Windex, Endust, Behold, Maxi-Matic, Rinse-Matic, Maxi-Angler, Maxi-Lok, Drano, Vanish, Mr. Muscle Liq., Whistle Disinfectant Degreaser and Bissell. Dorex "Beer Clean" glass cleaner, mineral solvent, sanitizer; quality chemical products and accessory equipment for the food and beverage service industry.

Contact: Joseph E. Lemmel, Administrative Manager 513-632-1520

DUNI CORPORATION

Booth 807, 809

5300 N. Sherman Blvd.
Milwaukee, WI 53209

The company manufactures a complete line of fashion-colored products for the disposable tabletop market. Duni features tablecovers in DUNICEL and tissue/poly with coordinating two and three-ply tissue napkins, paper plates, placemats and hot/cold cups, all offered in an array of 20 fashion colors and available both plain and custom printed.

Contact: Steven M. Lefebvre, Senior Vice President/Marketing & Sales 414-464-4900

DURO BAG MANUFACTURING COMPANY

Booth 620

Davies & Oak Streets
Ludlow, KY 41016

Grocery bags and sacks, millinery and notion bags, waxed bags, carrier box bags, paper and plastic shoping bags and PLAST-T-SAKS.

Contact: Paul Feldman, Vice President of Sales 606-581-8200

ECO-LINE, DIVISION OF ECOLAB, INC.

Booth 804

Ecolab Center
St. Paul, MN 55102

The company manufactures and markets, through distributors, specialty cleaning products and equipment with an extensive line of warewashing, sanitation, laundry and housekeeping products for the foodservice and hospitality industries.

Contact: Stephen Pfeiffer, Vice President, Distributor Sales 612-293-2233

ECONOCO CORPORATION

Booth 617, 619, 621

300 Karin Lane
Hicksville, NY 11801
See our ad page 49

Complete line of gift wrap paper cutters, including single roll, two tier, three tier and the five roll revolving station; polished chrome polyethylene roll dispensing equipment; printed zippered vinyl garment covers; printed polyethylene garment bags; the "Misty" and "Super" steamers—commercial steamers for garments, drapery, furniture, fabric, etc.

Contact: J.M. Rosenberg, Vice President 516-935-7700

EDDIE GOODMAN COMPANY, INC.

Booth 309, 311

25 Bond Street
Haverhill, MA 01830

A manufacturer of laminated apparel boxes that are offered in standard and custom colors and sizes. Hot stamping and ink printing are done in-house. All apparel boxes are sold exclusively through distributors across the nation.

Contact: Joe Zarcaro, National Sales Manager 617-374-0555

EFFICIENT DATA PROCESSING

Booth 915

767 Deer Park Avenue
Dix Hills, NY 11746

A thoroughly integrated software package specifically for industrial paper distributors, featuring order entry, telemarketing, inventory control, sales analysis, purchasing, accounts receivable, accounts payable and general ledger. This system helps eliminate the problems commonly encountered by the paper industry, such as intricate customer pricing, profit tracking based on GTM, salesman performance and truck and driver analysis.

Contact: Melanie Besserman, Sales Manager 516-242-5700

EKCO PRODUCTS

Booth1007

777 Wheeling Road
Wheeling, IL 60090

The company manufactures disposable food containers made out of aluminum foil, clear plastic, ovenable paperboard and now a dual ovenable plastic. Ekco's full line of containers is designed to help merchandise food in retail bakeries and delis, supermarket bakeries and delis, restaurants, convenience stores, hospitals, volume feeding and vending.

Contact: Richard Kaelin, Vice President, Sales 312-459-1500

EPCO, INC.

Booth 1005

763 Waverly Street
Framingham, MA 01701

Frankfurt holders, disposable foil and laminated ashtrays, aluminum container lids, butterchips, ice cream dishes, pie wedge plates, sandwich and vending boards, barbecue oven trays, decorated window cake boxes, cookie boxes, foil cake circles, caterer's platters, foil laminated take-home boxes, custom die cuts and foil laminated specialties.

Contact: Robert Epstein, President 617-879-3630

EQUALITY/STRIBBONS

Booth 740

11 East 26th Street
New York, NY 10010
See our ad page 71

The company produces "Snap-On" gift package decorations which comprises the only complete available line of pre-tied elastic stretch loops designed to beautify and simplify gift packaging at low cost. Exciting metallic and fabric roses, carnations, starburst sprays, stretch cords, twisted cord, hot-stamped ribbon and foil gift cards are offered. There are many items for Christmas, such as metallic bells, candy canes, and metallic holly, poinsettas and holly with cone, all attached to a stretch loop for easy package decorating.

Contact: Melinda Scott, Sales Manager 212-532-3000

ERVING DISTRIBUTOR PRODUCTS/G-P

Booth 532, 534

1 Arch Street
Erving, MA 10344

Paper napkins, semi-crepe dispensers and bulk packaged 1-ply, single and multi-ply facial. Paper towels—singlefold, multifold, ceefold, hardwound roll and household roll. Banquet rolls, folded table covers, placemats and colored napkins. Industrial wipers, paper specialties, custom printed napkins, placemats. Tray covers, coasters, bathroom tissue and facial tissue.

Contact: Dennis Pfeiffer, Manager of Marketing Services 617-544-2711

FABIAN TAPING DISPENSER CORPORATION

Booth 731

1140 Broadway
New York, NY 10001

The company offers a complete line of tape, label and computer dispensers, along with a full line of bag sealers.

Contact: Nat Bello, General Manager 212-686-4344

FANA, INC.

Booth 910

1260 E. Woodland Avenue
Springfield, PA 19064

The company manufactures the FANA-85 heat-shrink gun and markets industrial packaging kits for the protection of large, irregular shaped objects for storage or transportation. These kits include all hardware and materials necessary to do the process, including WELD-RAP, a special blend shrink-film.

Contact: J. Anthony Seraphin, President 215-543-4810

FIRST IMPRESSIONS

Booth 121

383 Route 46 West
Fairfield, NJ 07006

Lodging amenities for hotels, inns, motels, resorts, suite hotels, etc., including shampoos, hand and body lotions, bath gels, mouthwash, shoe care products, soaps, razors, toothbrushes and shower caps. Complete stock and custom programs are available!

Contact: Anthony Marsico, Jr., President 800-367-1359, 201-256-2811 (NJ)

THE FONDA GROUP, INC.

Booth 716, 718, 720

1435 Morris Avenue
Union, NJ 07083
See our ad page 104

A full line of foodservice disposables featuring cups, plates, bowls, platters, food trays, containers and the finest custom printing in the industry. For more information, stop by our booth or contact your local Fonda representative.

Contact: Douglas B. Smith, Vice President, Marketing & Sales 201-964-0600

FOODSERVICE & PACKAGING INSTITUTE, INC.

Booth124

1025 Connecticut Ave., N.W., Suite 513
Washington, D.C. 20036

Formerly known as Single Service Institute, Inc., we are an association of responsible manufacturers of foodservice and packaging disposables. Our products include both paper and plastic cups, plates, containers, prepackaging trays, egg cartons, dual ovenable containers and lace paper doilies. We have been promoting the industry's products and protecting its interests since 1933.

Contact: Joseph W. Bow, CAE, Executive Vice President 202-347-0020

FORM FIT PLASTICS

Booth 925

100 Pleasant Street
Dracut, MA 01826
See our ad page 48

Manufacturers of thermoformed plastic lids and covers for aluminum foil containers, plastic containers for single service institutional use (schools and hospitals), trays and containers for in-store bakeries, produce trays, hinged and snap-on lid containers, custom forming capabilities for food and industrial packaging.

Contact: David Thrope, National Sales Manager 800-343-8238/617-957-2943 in (MA)

FORSTER MFG. CO., INC.

Booth 529, 531

P.O. Box 657
Wilton, ME 04294

Foodservice disposables—round and flat toothpicks, paper and cello wrapped toothpicks, toothpick dispensers, coffee stirrers, skewers, wood and plastic steak markers, cocktail forks, sandwich picks and cello frills; bulk plastic cutlery; plastic aprons, gloves and banquet rolls; brass, silver and stainless steel polishes. Health care disposables—tongue depressors, cotton-tipped applicators.

Contact: Donald B. Petersen, Division Sales Manager 800-341-7574

FRANKLIN DISPOSABLES, INC.

Booth 705

7100 Huntley Road
Columbus, OH 43229
See our ad page 98

The company is a supplier to the foodservice, restaurant, pharmaceutical and health care industries. The product line includes paper caps, nylon hairnets, chef hats, bouffant caps and beard restraints. Additional products are poly aprons, adult and children's bibs, gloves, boots, shower caps, doggie bags and Tyvek and Duraguard apparel.

Contact: Michael J. Love, Sales Manager 614-436-1216

FREEMAN PAPER COMPANY

Booth 1010

2954 Gross Street, P.O. Box 13006
Green Bay, WI 54307
See our ads pages 32/74

The company is exhibiting Sav-Lin brand white, colored and printed place mats, white and printed Sav-Lin bathmats, white and printed Sav-Lin tray covers, Sav-Lin cut size and banquet roll table covers, Nuptial brand and Sav-Lin brand facial napkins (white, colored and printed) Medexam examination rolls. Custom slitting and rewinding.

Contact: Larry Swanson, President 414-336-2072

GALLOS/DIAMOND PLASTICS

Booth 840

2500 Old Lexington Road
Winston-Salem, NC 27107

Disposable plastic glasses, plates, handled cups. Stock hotel/motel logos and custom printing. Disposable medical items.

Contact: Don Forrester, Vice President 919-784-8880

GENERAL PLASTICS CORPORATION

Booth 429

8900 Northwest 77th Court
Medley, FL 33152
See our ad page 15

The company supplies distributors nationwide, both industrial and consumer products. We extrude trash can liners in both LLDPE and HMW/HDPE film and also convert the films to manufacture plastic bags for the produce and newspaper industries. Randown and register printing is available on some products.

Contact: Carl Iannacone, National Accounts Manager 305-888-3555

GENPAK CORPORATION

Booth 738

P.O. Box 727
68 Warren Street
Glens Falls, NY 12801

The company will show: disposable, hinged polystyrene containers for carry-out; foam trays for meat, seafood, poultry, produce and fruit (trays are compatible with automatic wrapping equipment); aristocrat high impact plates and bowls in a full range of sizes, featuring non-absorbent, cut resistant surfaces and leak-proof construction.

Contact: Eva Donnelly, Administrative Assistant 518-798-9511

GEORGIA-PACIFIC CORPORATION

Island 625

133 Peachtree Street, NE
Atlanta, GA 30303
See our ads page 120

The firm's full line of quality Cormatic and standard washroom systems will be featured. Supported by comprehensive new advertising, literature and packaging, the G-P line includes a broad variety of paper towels, tissue, liquid soaps, air fresheners, toilet seat covers and industrial wipers which combine economy for every end-user application.

Contact: Donna M. Santoro, Director of Marketing/Commercial Products & Systems Division 203-656-6077, 203-656-6264

GIFT SALES COMPANY

Booth 624

P.O. Box 17082
Wichita, KS 67217

Deodorant block, wick deodorants, bowl mops, housekeeping chemicals, dust pans, deodorant screens, lobby pans, pumice sticks, gloves, bottles, sprayer pumps for bottles and drains, soap dispensers, faucets for drains, ash trays, mint absorbent, solvent.

Contact: Bill Myers, Owner 316-267-0671

GLENMARK INDUSTRIES, INC.

Booth 424

1100 Pidco Drive
Plymouth, IN 46563
See our ad page 17

The company is a manufacturer-converter of packaging supplies for the bakery-deli industry. We carry a complete line of items including folding cartons, pan liners, poly and wax bags, and corrugated items. Additionally, we are ready to custom design packaging. New items for Fall 1987 include trays and plastic domes.

Contact: Dave Lanier, Vice President Sales 219-936-2118

GLITTERWRAP, INC.

Booth 220

2050 Center Avenue
Fort Lee, NJ 07024

The firm is the major supplier of sheeted mylar and iridescent film in the United States. Merchandise is held in stock, ready for immediate delivery. Mylar and iridescent shred is also available in virtually every color of the rainbow.

Contact: Melinda Scott 201-461-4461

GO-JO INDUSTRIES, INC.

Booth 916

P.O. Box 991
Akron, OH 44309

The company features a full line of skin care products featuring "supplier-of-choice" concept. Creme cleaners feature new Go-Jo Plus and Pumice Plus. The DermaPro line offers a wide variety of cartridge lotion soaps and dispensing systems. New DermaLite powdered hand cleaner is the logical alternative to conventional powders. The 1800 series of bulk lotions offers the distributor a broad selection.

Contact: Kent Adams, Vice President, Marketing 216-920-8100

GOLD-DATA

Booth 644

429 Monaco Avenue
Union City, CA 94587

"GP" (Gross-Profit) distribution accounting software systems designed exclusively for paper product and janitorial supply distributors. Automates everything from order entry, over-the-counter invoicing through general ledger. Complete contract pricing and price books and OSHA warnings. Salesmen commissions can tie to profitability. Multiple costs! Unit of measure conversion programs allow multiple units of measure per item with automatic up charges and discounts.

Contact: Rick Goldstein, President 415-489-4146

HERITAGE BAG COMPANY

Booth 710

4434 McEwen Road
Dallas, TX 75244
See our ad page 73

Complete line of FDA food and utility bags, institutional can liners, right sack can liner system and printed contamination/infectious waste liners.

Contact: Fritz Popst, Executive Vice President 214-233-6130

HILEX POLY COMPANY, INC.

Booth 528, 530

6049 E. Slauson Avenue
Los Angeles, CA 90040

Manufacturers of high molecular weight high density poly retail merchandise bags. Offering Snappie T-shirt, patch handle and notion-millinery bags in either conventional hi-molecular hi-density or our new Ultri-Film. Serving the distributor with custom run orders in quantities ranging from 5M bags to the millions.

Contact: Sheldon Kritzer, Executive Vice President Sales 213-726-0909

HIMOLENE

Booth 739, 741

3731 Wilshire Boulevard, Suite 830
Los Angeles, CA 90010
See our ad page 39

We are the largest manufacturer of HMW-HDPE liners in North America with plants in Chicago, Los Angeles, Rutland and Vancouver. We will provide you with a progressive marketing package including sales meetings and joint end user calls to introduce our products, as well as educating your staff in our specialized presentation techniques.

Contact: Frank De Agostine, Vice President National Sales 213-389-3423

HOLLYWOOD RIBBON INDUSTRIES, INC.

Booth 122

3400 E. Medford Street
Los Angeles, CA 90063

The company manufactures a complete line of retail packaging products including ribbon, bows, acrylic yarn and tinsel cord. Ribbon includes both curling and flat in polypropylene, metallic, iridescent and printed finishes. Bows include star, pom-pom and notched hanks in polypropylene, metallic and iridescent finishes. All orders are shipped within 48 hours; prepaid on $400 or more.

Contact: Brian Fry, Sales Manager 800-457-7652 (outside CA), 213-266-0670

HOSPITAL SPECIALTY COMPANY

Booth 700

7501 Carnegie Avenue
Cleveland, OH 44103

The company manufacturers and distributes Gards® Feminine napkins, feminine napkin dispensers, stainless steel washroom accesories, disposable baby diapers, obsterical pads, toilet seat vendors, waste receptacles and liners. Hospital Specialty is the exclusive distribtor in the U.S. of Tampax® Tampons dispensed through vending machines. Tampax® is the registered trademark of Tambrands, Inc.

Contact: Morton L. Reitman, President 216-361-1230

IMPACT PRODUCTS

Booth 108

2840 Centennial Road
Toledo, OH 43617

The company offers a complete line of washroom accessories, soap dispensers, ash trays, dust pans, bottles and trigger sprayers, dispensing pumps, cleanup tools, gloves, promotional items and towel cabinets.

Contact: John Harbal, National Sales Manager, 419-841-2891

IMPERIAL CUP CORPORATION

Booth 608, 610, 612

808 Fontaine Street
Kenton, OH 43326

The company is the newest manufacturer of single service products for the foodservice industry. Imperial manufacturers a complete line of paper and plastic vending and manual over-the-counter cups and containers. A nationwide truck fleet provides direct delivery service to insure prompt and efficient deliveries.

Contact: David Kaplan, Vice President/Sales and Marketing, 419-673-0711

INDIANA CARTON COMPANY, INC.

Booth 527

Birkey & Bike Streets, P.O. Box 68
Bremen, IN 46506

Prestige, Bakers Pride, Artisto decorated cake, cookie and donut boxes. Carry-out items, one-piece cake and pie boxes, wholesale delivery boxes, window bakery and donut boxes, pizza boxes. Easy to set up; ideal for retail bakeries, from single stores to supermarkets to C-stores. Catalog available from Indiana Carton Company, Inc.

Contact: James Petty, Vice President Sales 1-800-348-2390

INLINE PLASTICS CORPORATION

Booth 216

40 Seemans Lane
Milford, CT 06460

The company features an ever expanding line of clear hinged, as well as two-piece containers to meet your packaging needs. Our patented Surelock™ locking mechanism and attractive containers assure the best presentation of your product. With our integrated pattern, tooling and manufacturing capabilities, we can offer you solutions to your packaging needs.

Contact: Danny Kalmanides, Product Manager, 203-878-8537

INOPAK, DIVISION OF ESSEX CHEMICAL CORP.

Booth 119

479 Route 17 N & Constantine Drive
Mahwah, NJ 07430

"Patented" line of soap dispensers with a "Line of Distinction" designer series available in gold,

chrome, antiqued pewter, bronze and copper. Introducing a "Patented" soap dispensing valve in a disposable pouch. Soap products include hand lotion, heavy duty and health care. Exciting new line of air fresheners, also.

Contact: Thomas W. Jefferys, Vice President of Sales & Marketing, 201-529-2541

I.R. INDUSTRIES, INC.

Booth 645

200 Clearbrook Road
Elmsford, NY 10523

Manufacturers, converters and wholesalers of printed and unprinted carton sealing tape. Complete line PVC "Talking Tapes" will be shown. Introduction of "Econo Tapes", printed polypropylene product manufactured in Elmsford, NY. Full line of stock prints available both in PVC and PP. Includes "Made In America", "Made in USA" and "Seasons Greetings".

Contact: Irwin Ross, President 914-592-5173/800-631-4634

IVEX CORPORATION

Booth 929, 931

2200 Post Oak Blvd., Suite #402
Houston, TX 77056
See our ad page 43

With 15 North American locations, Ivex is a leading manufacturer/converter of paper and plastic packaging for the industrial, supermarket, bakery and fast food markets. OPS clear containers are produced with merchandising appeal for deli, bakery, produce and fast food applications. Paper products include: singleface corrugated rolls and specialties, shippers/mailers, cohesive coldseal packaging, recycled kraft/chip papers, embossed, laminated, reinforced and saturated waterproof papers. Protective poly masking for surface protection.

Contact: Larry G. Johnson, Vice President - Marketing & Sales 713-961-4062

JAMES RIVER AWAY FROM HOME

Island 201

One Bush Street; Room 1203
San Francisco, CA 94104
See our ad page 33

The company is a sales, marketing and manufacturing organization, producing paper towels, tissue, seat covers and napkins, along with industrial wipers. It provides a full range of products including unique dispensing systems, and a range of premium, value and economy products tailored to their individual distributor needs.

Contact: Mark Schwartz, Manager Marketing Communications 415-951-5037

JET PLASTICA INDUSTRIES, INC.

Booth 200, 202, 204

1100 Schwab Road
Hatfield, PA 19440

A nationwide producer of a full line of quality disposables. The company's complete line contains plastic tumblers, dinnerware, cutlery, straws, stirrers and foam cups, containers and bowls. These products are produced at two plant locations: Hatfield, (Phila.), PA, and Fowler (Fresno), CA. Several new items have been added to our line such as full size "Advantage" cutlery and matching mugs. A revised party colored cutlery program and coordinating stock prints are on display.

Contact: Pat Hanlon, National Sales & Marketing Manager 1-800-JET-WARE (Outside PA), 1-800-258-2715 (PA only)

KAISER ALUMINUM & CHEMICAL CORP.

Booth 120

300 Lakeside Drive
Oakland, CA 94643

Aluminum foodservice wraps and containers, roll foil, cut sheets, sandwich wraps and bags, foodservice film wrap. Disposable rigid foil containers, steam table pans, bakery pans, cateware, microwaveable containers.

Contact: C.G. (Chuck) Blanton, Regional Manager - Eastern 415-271-3110

KEYSTONE ADJUSTABLE CAP COMPANY, INC.

Booth 805

1591 Hylton Road
Pennsauken, NJ 08110

Save on paper caps, koronets, chef hats, aprons, or bouffant institutional caps, beard covers, "Classy Caps", flair-top chef hats, overseas caps, food handlers' caps, nylon hairnets, sleeves, shower caps, shoe covers, utility caps, "Servis" caps, tiarnets, flat-pak chef hats and printed painter's caps. Your "one-stop" line, manufactured by Keystone for more than 62 years. We created the world's first disposable sanitary headware line in 1925. Stop by our booth for your free commemorative painters cap.

Contact: Malcolm George, President 609-663-5740

KOLE INDUSTRIES

Booth 114, 116

3553 N.W. 50th Street
Miami, FL 33142

Corrugated storage, material handling and shipping products available to paper jobbers, industrial and material handling suppliers on a distributorship program. Products include corrugated parts, bins of all sizes and styles, toters, record storage file boxes, plus a full line of die cut mailing boxes.

Contact: Donald Sprague, General Manager 305-633-2556

LPS INDUSTRIES, INC.

Booth 317, 319

113 North 13th Street
Newark, NJ 07107
See our ad page 100

On display will be the newest additions of PRESQUICK® pressure sensitive envelopes for use in the transportation and shipping market places. Also introducing a complete line of static eliminating packaging, heavy duty SPEEDY-PAX shipping room envelopes, specialty LOC-TOP® resealable zippered poly bags, and COMPUSTICK® pressure sensitive pin-feed labels.

Contact: Philip Pasqualone, Marketing Director 201-485-4400

LABEL AMERICA

Booth 227

5430 E. Ponce de Leon Avenue
Stone Mountain, GA 30083

Through paper merchants, the company markets Greaseproof insert straps and labels for the food industry. A new line of contemporary Greaseproof strap labels will be introduced in Atlanta. Label America will also display their extensive line of data processing labels, Primary labels for packaging and retail, and supermarket labels.

Contact: June Purcell, Sales 800-232-7833, 404-934-8040

R.J. LACHMAN, INC.

Booth 316

84 Modular Avenue
Commack, NY 11725

Gift wrap and decorative bags; 1st showing of "Tot'em" shoppers; gift bag line of sos and wine bags; new gift wrap designs; custom designs. All graphics produced rotogravure.

Contact: Bob Lachman, President 516-543-6400

LAMINATIONS CORP.

Booth 607, 609

2254 Harrison Road
Neenah, WI 54956

The company is a leader in the manufacturing of sturdy paper edge protection with calipers ranging from .060 to .500. Lengths from 2-1/2" to 288". Superb printing assists in unique merchandising benefits that are available to the users of the system. Trade names are VBOARD, VGUARD, FOAMBOARD, EDGEGUARD, UNIGUARD, CAUTION BOARD AND CONTOUR.

Contact: Joseph N. Maehl, Vice President Marketing 414-725-8368

LINPAC FLEXIBLE PACKAGING

Booth 542

5725 Commerce Boulevard
Morristown, TN 37814

High quality printed thick/thin retail plastic bags and grocery sacks with complete dispensing systems.

Contact: Chris Barton, Sales Manager 615-586-8917

LOCKWOOD ASSOCIATION, INC.

Booth 434, 436

4415 Piedras West
San Antonio, TX 78228

The company provides a computerized inventory control system for the wholesale paper distribution industry. From order entry to sales analysis to general ledger accounting, Lockwood's Automated Paper Distribution System (APDS) is a complete data processing system designed specifically for industrial paper merchants.

Contact: David W. Mayers, Account Manager 512-732-3787

3M TAPE & AUTOMOTIVE GROUP

Booth 525

3M Center
Building 220-7W-04
St. Paul, MN 55144
See our ad page 41

3M tapes, tape dispensers/applicators and box sealing equipment.

Contact: Thomas H. Richards, Distributor Relations Director 612-733-7600

MACAPLE CORPORATION

Booth 231, 233

551 Notre-Dame
Berthierville, Quebec, Canada JOK 1AO

Foodservice disposables and rotables for catering, institutions, gourmet stores and airlines. Silver plastic catertrays, hinged lunchboxes with clear tops, tray sets, dishracks, reusable plastic dinnerware and trays.

Contact: Gary Seligson, Manager, U.S. Operations 617-890-5471

MACK-ALLIED/ MACK-CHICAGO CORP.

Booth 643

1-02 26th Avenue
Long Island City, NY 11102

Designers and manufacturers of corrugated products, we stock a complete line of mailers featuring the "INDESTRUCTO", the world's greatest mailer. We can print in up to four colors and coat sheets for skin packaging.

Contact: Rick Hendrickson 718-932-1188

MANUFACTURERS REPRESENTATIVES OF AMERICA, INC.

Booth 130

P.O. Box 150229
Arlington, TX 76015

MRA is the 10-year-old national trade association of professional manufacturers representatives specializing in paper and plastic disposable products, as well as sanitary/cleaning maintenance products. Association staff members will be present in the booth during the show to handle inquiries. Copies of the newly published 1988-89 MRA Directory of Members will be available throughout the show.

Contact: William R. Bess, Administrative Director 817-465-5511

MARCAL PAPER MILLS

Booth 601, 603, 605

1 Market Street
Elmwood Park, NJ 07407
See our ad page 85

The company will be represented by its Service Product and Chicago Divisions marketing a line of towel and tissue products for the health care and foodservice markets.

Contact: David Shapiro, Vice President Service Products Division 201-796-4000

MARSH STENCIL MACHINE COMPANY

Booth 513, 515

707 East "B" Street
Belleville, IL 62222

Carton sealing and carton coding identification systems.

Contact: Reginald Lovejoy, Sales Manager 618-234-1122

MARYLAND PAPER BOX COMPANY

Booth 933, 935, 937

4545 Annapolis Road
Baltimore, MD 21227

The company is pleased to introduce its new line of paper shopping bags. With their newly installed equipment, Maryland is the only manufacturing plant in America fully integrated to produce gift boxes, shopping bags and giftwrap IN LINE and IN HOUSE. Our "single source" program offers distributors merchandising, freight and pricing advantages.

Contact: Malcolm D. Mahr, Chairman of the Board 301-789-1700

MARYLAND PLASTICS, INC.

Booth 702

251 E. Central Avenue
Federalsburg, MD 21632

Plastic cutlery in three grades available in bulk, wrapped, foodservice kits and retail packages offered in 15 colors of heavyweight cutlery.

Contact: George Nicoletos, Sales Manager 301-754-5566

MARVEL LIGHTING CORP.

Booth 801, 803

222 Bridge Plaza South
Fort Lee, NJ 07024
See our ad page 20

A domestic manufacturer, the company offers a full line of long-life light bulbs including incandescents, flourescents, mercury vapors, quartz, high and low pressure sodium lamps, and energy saving lamps. Through their unique filament support systems, Marvel bulbs stand up better to shock, vibration and abuse and last two to three times longer than standard bulbs.

Contact: Keith Deutsch, Marketing Manager 201-944-2313 or 800-631-1614 (Outside NJ)

MEDICAL DISPOSABLES

Booth 206

1165 Hayes Industrial Drive. P.O. Box 1181
Marietta, GA 30061

The company manufactures a complete line of disposable underpads, garment liners and adult briefs. Maxicare™, Polycare™ and Betacare™ are trade names for underpads. Handicare™ for garment liners, Ables™ for wing fold style briefs and Prime Time™ for the CONTOUR shape briefs.

Contact: Urban Mitchell, Vice President National Sales 404-422-3036

MERCANTILE DEVELOPMENT, INC.

Booth 742

925 Brewster St., P.O. Box 3961
Bridgeport, CT 06605

Converters of paper, non-woven and foodservice disposable wiping products for all types of industry. A specialized line of wiping products for high performance and economy. Specialized manufacturing and converting requirements are welcomed!

Contact: Frank Strassburger, Sales & Marketing Manager - Non-Wovens 203-334-8880

MIDWEST FILM CORPORATION

Booth 701, 703

6449 N. Lincoln Avenue
Lincolnwood, IL 60645

Paperene hi density merchandise bag, retail store plastic garment bags, low density merchandise bags (Deco Bags), low density reinforced patch handle bags (Le Patch), EZ-Load (Thick-Thin) bags. Also, toy bags in both hi and low density film

Contact: Jerry Rosenstein, Sales Manager 312-676-3200

MOBIL CHEMICAL COMPANY

Booth 517, 519, 521

1159 Pittsford/Victor Road
Pittsford, NY 14534
See our ad pages 9–12

The company is presenting a full line of foodservice disposables and a wide variety of low density and high density waste can liners. The food packaging group offers a full line of foam trays and food bags, including the Marketote grocery bag. The industrial group has a full line of rotary film and handwrap. The newest entry into the foodservice and food packaging business is the growing line of clear containers.

Contact: Gary W. Wattie, Market Development Manager 716-248-1329

MOSER BAG & PAPER COMPANY

Booth 732

3049 East 55th Street
Cleveland, OH 44127

"BREE-Thru" panel bags, "POLY-TOPP" bakery bags, printed and unprinted waxed bakery bags, stock and custom printed bags: glassine, duplex (doggie, donut and nut meat), popcorn, pizza, submarine, drive-in (DW and foil), insulated foil, MG and waxed bread bags (stock printed and plain), foil garlic, sanitary napkin disposal, motel-hotel and drug store prescription.

Contact: Ted W. Welles, President 216-341-4111

MULCO INDUSTRIES

Booth 217, 219

P.O. Box 1108
Mulberry, FL 33860

The company manufactures a compete line of plastic drinking cups, souffles and deli containers. All are available with the Mulco snap-on-lid. Custom imprinting is available on all Mulco containers and deli container lids. Foam cups, paper souffles, hotel-motel wrapped cups and conical cups complete the one-stop disposable foodservice line. Mulco—first in quality and innovation—is always at your service.

Contact: Michael J. Miller, National Sales Manager 813-425-5531

MUTUAL PAPER COMPANY

Booth 819, 821

202 Coffey Street
Brooklyn, NY 11231

The company sells industrial wrapping and specialty papers for re-sale through distributors only. Items include Wolf Head poly twine, Carefree colored wrapping tissue, Imperial #1MF tissue and a full line of #2, #3 and anti-tarnish tissues. We are master distributors for Jiffy Packaging and Sealed Air Corp. and we stock a full line of shipping and packaging supplies.

Contact: Doris Rubin, Vice President, Sales 718-858-9000

NATIONAL DISTRIBUTORS, INC.

Booth 1004

P.O. Box 2244 - 1047 Florida Street
Memphis, TN 38101

Quality twine, rope and cordage products for two generations.

Contact: Bruce Friedman, President 800-238-7290, 901-774-5217

NATIONAL PAPER TRADE ASSOCIATION, INC.

Registration Area

111 Great Neck Road
Great Neck, NY 11021

NPTA is the only international organization of paper wholesalers and distributors. The Association will have on display its many publications and services to members. In addition, a video screening room will be available to view any of the NPTA video tape programs.

Contact: John J. Buckley, Jr., President 516-829-3070

NATIONAL POLY PRODUCTS

Booth 1002

P.O. Box 1180
Mankato, MN 56001

Full line manufacturer of disposable polyethylene gloves, aprons (more than 25 options), lobster and spaghetti bibs, doggie bags, boots and locker wrap. Party supplies consisting of pebble embossed banquet rolls (40"X300'), heavy duty taffeta embossed table covers in 23 colors, 54"X108", 40"X150', 84" round and table skirts.

Contact: Neil A. Smeaton, Sales/Product Manager 1-800-533-0440 (Mankato), 1-800-328-8322 (Minneapolis)

NICE-PAK PRODUCTS

Booth 911

Two Nice-Pak Park
Orangeburg, NY 10962

Wet-Nap Moist Towelettes, Nice-Pak and leading hotel amenities, foodservice pre-packs for fast food carry-out service, school feeding kits, baby wipes, adult personal cleansing wipes and Ora-Cup (instant mouthwash in a cup).

Contact: Cliff Roher, Vice President, Sales & Marketing 914-365-1700

NIFTY PACKAGING PRODUCTS

Booth 638

4 Jocama Blvd.
Old Bridge, NJ 08857
See our ad page 114

The company is a manufacturer of a comprehensive line of shipping room supplies. These products include pressure-sensitive tape and dispensers, stretch film, plastic strapping and tools, packing list envelopes, pocket tape, stencils, marking pens and Squeeze-It™ featuring Almost Tape™.

Contact: Rhoda Goetz 201-591-1140, 1-800-631-2172

NORTH ALABAMA INDUSTRIAL DEVELOPMENT ASSN.

Booth 218

P.O. Box 1668
Decatur, AL 35602
See our ad page 96

The Association is a non-profit economic development organization representing a 12-county North Alabama region served by the TVA electric power system. We assist interested companies in locating communities, sites or buildings that would fit their needs for branch manufacturing, distribution or related facilities. Services are provided on a confidential basis at no charge.

Contact: David G. Thornell, Associate Director 205-353-9450

NYMAN MANUFACTURING COMPANY

Booth 503

275 Ferris Avenue
East Providence, RI 02916
See our ad page 75

The company is a single-use foodservice specialist with more than 50 years experience in the industry. Nyman produces hot and cold drink paper cups in addition to plastic cups and dinnerware in a full range of sizes, pattterns and styles to meet every single-service need.

Contact: John R. Foley, Vice President Director of Marketing 401-438-3410

ODYSSEY PACKAGING, INC.

Booth 649

71 Remington Blvd.
Ronkonkoma, NY 11779

We specialize in custom printing and converting of patch handle bags and budget merchandise bags. Our quality and service speak for themselves. We don't make promises—WE DELIVER!

Contact: Jerry Berns, Vice President-Sales 516-981-4422

C.M. OFFRAY & SON, INC.

Booth 832

Rt. 24, P.O. Box 601
Chester, NJ 07930

The company is a manufacturer of fine woven ribbons and craft "cut edge" ribbons in a complete range of colors and widths. Ribbons from Offray are perfect wrappings for every holiday and special occasion. The Offray ribbon line includes lustrous satins, novelty textures, weaves, timely prints and patterns in coordinating colors.

Contact: Barry Sokol, Vice President and Sales Manager, Craft and Floral Division 201-879-4700

OMEGA PLASTICS CORP.

Booth 115

P.O. Box 744, Page & Schuyler Avenues
Lyndhurst, NJ 07071

Manufacturers of polyethylene products for the supermarket, food, retail and garment trades. Products include U-Bag-Its, T-shirt bags, Wet Paks, meat and poultry bags, can liners, opaque and clear garment bags.

Contact: J. Nick Mitchell, Sales Manager 800-631-7107

PAPER MANUFACTURERS COMPANY

Booth 225

24 Triangle Park Drive
Cincinnati, OH 45246

The company produces a comprehensive line of rolled and folded paper products which may be custom printed, punched or perforated to meet customer requirements. Accufax brand and Perfection brand includes paper products for most types of facsimile, teleprinter, copy boards, point-of-sale terminals/cash registers, banking equipment and general office business machines.

Contact: James P. Selm, Director of Marketing 513-772-5057

PEACOCK PRODUCTS

Booth 228, 229

48 Woodbine Street
Bergenfield, NJ 07621

Printed (customized) carton sealing tapes in lightweight and industrial strengths. Custom printed tapes as little as 18 rolls per order in 2"X55 yards and up. Sales to distributors only.

Contact: Eric Langslet, Vice President 201-385-5585

PIONEER GIFT WRAP

Booth 709

2939 Vail Avenue
Los Angeles, CA 90040

Distinctive gift wrap for every wrapping need. Put-ups from resale rolls to reams in stock catalog designs and custom print. Something new every year—see our designer line and executive gift packs. Prompt and dependable service—think Pioneer.

Contact: W.R. (Bill) Lake, III, Marketing Manager 800-423-4192 (outside CA), 800-826-8468 (CA only)

PLASTICS, INC.

Booth 626, 628

P.O. Box 64610
St. Paul, MN 55164

A member of the Newell Group, Plastics Inc. is a recognized leader in the design of single-service beverageware and dinnerware, Gourmet to Go carry-out system, Microproof™ and Hi-Heat™ dual ovenable dinnerware, fluted Prestige and etched Scrollware® servingware. Plastics Inc. also custom designs and custom prints beverageware.

Contact: Alex Graye, National Sales Manager 612-227-7371, 800-752-7462

PLYMOUTH RUBBER COMPANY, INC.

Booth 611

104 Revere Street
Canton, MA 02021

We provide rubber bands for all your customers' bundling requirements which include color coding, produce applications, office, school and manufacturing.

Contact: John Kuhn, National Sales Manager 617-821-1470

POLAR PLASTICS MFG., LTD.

Booth 813, 815

480 Daniels Drive
Allentown, PA 18051

See our ad page 55

Featuring Polar XL, North America's newest line of crystal tumblers, cocktail glasses and dessert dishes. Polar also manufactures a comprehensive line of quality plastic disposables for the foodservice industry, including four grades of tableware, POLARONDE impact dinnerware, POLARIS plastic cups, and POLARPAC containers for food take-out and merchandising.

Contact: William A. Clark, Vice President - Sales and Marketing 215-398-7400

POLYPLAST GROUP, INC. - UNITED BRANDS COMPANY

Booth 318

9210 N.W. 12th Street
Miami, FL 33172

Featuring POLIPAK, thermoformed deli containers, cups and plates. Polyplast also has several film plants throughout the world that manufacture headed polybags, ice bags, produce bags on a roll, T-shirt bags, deli bags, etc. We specialize in custom printed orders. Drop shipments all over the U.S. and Caribbean.

Contact: Gilbert Worthington, Marketing Manager 305-592-8009, 800-443-3690

POLYVINYL FILMS INC.

Booth 614

Depot Street
Wilkinsonville, MA 01590

The company is a manufacturer of a full line of PVC foodservice films and consumer food wraps. This year we will feature our new poly gloves and aprons, as well as our fine retail product, "Stretch-tite." Stop by the booth and see Whitey for a real show special!

Contact: Jim Baldwin, Vice President Sales 617-865-3558

PRES-ON PRODUCTS, INC., TAPE & GASKETING DIVISION

Booth 110

21 Factory Road
Addison, IL 60101

Gasketing tapes available in polyurethane foam, vinyl foam, felt, cork, sponge rubber, neoprene foam, cork/rubber and polyethylene foam. These pressure-sensitive, adhesive-coated materials are available in rolls of various thicknesses and widths, or can be supplied die cut to specifications.

Contact: Tom Cummins, Vice President Sales 312-628-2255, 800-323-7467

PRIMEPAK

Booth 920

133 Cedar Lane
Teaneck, NJ 07666

We offer a full line of polyethylene products from industrial to retail, such as stretch film, produce roll bags, T-shirt carrier bags, garment bags, toy bags, stock poly bags, printed produce bags, merchandise bags and specialty bags. Available in low-density, linear low-density and hi density.

Contact: Anthony Bellizzi, Sales Manager 201-836-5060

PRINTWRAP SALES, INC.

Booth 913

8900 Directors Row
Dallas, TX 75249

Converters of specialty giftwraps with six-color printing capability. Giftwraps are marketed through distributors nationwide. We do custom printing on a 12 ream minimum basis. Pioneers of matte-finish giftwrap, marketed as our Printsuede line, we have the largest selection of gloss solid colors in the industry.

Contact: C.T. Alexander, General Manager 214-638-1894

PROTECTO, INC.

Booth 440

20470 Walnut Drive
Walnut, CA 91789

The company manufactures a complete line of sanitary, disposable paper toilet seat covers and dispensers. Seat cover types include half-fold, quarter-fold, eight-fold and roll styles, all made from pure, virgin pulp. Dispensers are available in a wide variety, including styrene plastic, painted metal, mirror chrome and brushed chrome.

Contact: S.E. Willoughby, President 818-965-5988

QUALITAD

Booth 812

Quality Lane, P.O. Box 681
Rutland, VT 05701

QUALI-DINE is a line of table-ready carry-out platters and bowl-shaped containers with patented closures having a secure recess locking rim which prevents "brush-off." Containers have spoonable bottoms, and are attractive enough for the table and tough enough for microwave reheating.

Contact: Andrew Bernhardt, Vice President 802-773-9141.

REGAL POLY-PAK

Booth 604

125 Spagnoli Road
Melville, NY 11747

Manufacturers of the most diverse line of plastic packaging in the industry. Our catalog lists not only 20 styles of bags, but also an "alternative" package, to allow the customer a choice of product and price. We now offer 15 poly colors and over 50 exciting inks in both gloss and matte finish.

Contact: Ken Trottere, National Sales Manager 516-293-6767

REXFORD PAPER COMPANY

Booth 223

3100 W. Mill Road
Milwaukee, WI 53209

The company supplies a full line of carton sealing tapes which include paper and reinforced gummed tapes, presssure sensitive and filament tapes, distributed exclusively through merchants. Rexford also offers a wide variety of specialty tapes including a complete line of stripping tapes. Rexford's brand names Redcore, Lok-A-Box, Safe-T-Seal, Master Loc and Rexford Reinforced are widely known throughout the country.

Contact: Doug Hoyt, Sales Service Administrator 414-352-1221

RIXIE PAPER PRODUCTS, INC.

Booth 745

H & Quinter Streets
Pottstown, PA 19464

See our ads pages 94 – 95

Let Rixie add color to your line. We specialize in the production of high-quality custom-designed coasters. We print up to four colors in a variety of sizes and shapes. Our materials include Cupkin and Budgetboard, available in both white and vanilla stock and pulpboard in both 35 pt. and 45 pt. thicknesses.

Contact: Gregory A. Krasnick, Vice President, Marketing 215-323-9220

ROADNET TECHNOLOGIES, INC.

Booth 707

10540 York Road
Hunt Valley, MD 21030

A United Parcel Service Company, we provide a distribution management system for vehicle routing and scheduling. Roadnet is a delivery planning system with primary focus on customer service, driver productivity and distribution cost management. Specifically, it is a micro-based workstation that uses state-of-the-art algorithmic software to compute least cost delivery sequence and vehicle loading. When used as a tool by the router, Roadnet can lead to savings of 5-10% of the current delivery expense, and usually pays for itself in the first year.

Contact: Rick Branan, National Sales and Marketing Manager 301-628-8070

ROBBIE MANUFACTURING, INC.

Booth 919, 921

10810 Mid America Avenue
Lenexa, KS 66219

Perforated to tear packaging films (cling, shrink and stretch) and related packaging equipment. Printed supermarket films including 2" PromoBands and adaption equipment. Other stock printed films: hotel/motel glass covers, stock print bakery designs and holiday designs.

Contact: Larry R. Kitsmiller, Vice President, Sales & Marketing 913-492-3400

ROCHESTER MIDLAND CORPORATION

Booth 640

333 Hollenbeck Street
Rochester, NY 14621

The company sells Stayfree sanitary napkins, Playtex tampons and Carefree panty shields for vending machine use. We also sell vending machines, disposal units and wax paper liners for the disposal units.

Contact: James L. Kerr, Vice President 716-266-2250

ROCKWELL CHEMICAL, INC.

Booth 543

196 West Railway Avenue
Paterson, NJ 07503

The company manufactures a complete line of T-shirt bags, merchandise bags, produce rolls, cold pack, meat film and trash can liners, as well as specialty items. Printing of the highest quality is available on most items.

Contact: Scott Brown, National Sales Manager 201-523-9335

RYDER TRUCK RENTAL, INC.

Booth 747, 749

3600 N.W. 82nd Avenue
Miami, FL 33166

Among the services Ryder provides are full-service truck leasing, programmed maintenance, commercial truck rental, fleet management, dedicated contract carriage, full truckload common carriage and one way truck rentals.

Contact: Gayle Hargrove, Corporate Convention Manager 305-593-4507

SBS PRODUCTS, INC.

Booth 642

302 Waller Street
Saginaw, MI 48602

See our ad page 88

The company manufactures professional skin care products consisting of waterless skin cleansers, medicated skin creams and lotions, protective creams, lotion deodorant soaps and cleansers, bar soaps, vegetable and borax based powder soaps, as well as a complete line of dispensers.

Contact: Robert Blasko, Executive Vice President 517-799-4941

SCM ALLIED PAPER INCORPORATED

Booth 324, 326

P.O. Box 125, W.C. Branch
Dayton, OH 45449

See our ad page 91

The company is the largest manufacturer of computer printer paper (stock forms) for the resale marketplace. Information will be available on our comprehensive line of more than 165 stock forms—the largest selection in the industry. The continuous forms, compatible with all popular printers, are available from 32 distribution centers coast-to-coast.

Contact: Roger Walker, National Sales Manager 513-866-7421

SQP, INC.

Booth 906

602 Potential Parkway
Scotia, NY 12302

SQP will display thermoformed polystyrene tumblers, poly coated board food dishes, butter chips, food server plates, hot dog holders and wire handle food pails; interfold, novelty printed and coreless toilet tissue; paper napkins.

Contact: Bernard Schachter, President 518-374-0770, 800-342-6110 (in NY), 800-833-4753 (outside NY)

SAF-T-COTE, DIVISION OF TROJAN, INC.

Booth 128

Old Owingsville Road, P.O. Box 67
Mount Sterling, KY 40353

SAF-T COTE lamps are designed to replace regular fluorescent lamps that are used in conjunction with tube guards and end caps. They are ideal to use anywhere food is prepared, processed or served. The protective coating contains virtually all glass fragments and harmful gases. Available in a wide variety of sizes and colors.

Contact: Don Ensor, Sales 1-800-548-0900, 606-498-0528

SANDUSKY PLASTICS, INC.

Booth 811

400 Broadway
Sandusky, OH 44870

We offer a compete line of deli containers and lids, colored containers with clear or translucent lids, clear containers and printing on all containers and lids.

Contact: Jay Mulligan, Vice President/Sales 413-596-6823

SANEK INTERNATIONAL, INC.

Booth 918

5037 Pine Creek Drive
Westerville, OH 43081

Poly bags, produce rolls, merchandise bags, food bags, trash bags, newspaper bags and door knob bags. Twelve regional warehouses from Maine to Los Angeles. Overnight service on stock items.

Contact: Frank T. Cannon, Sr., President 614-890-0343

SAN JAMAR, INC.

Booth 323

969 Koopman Lane
Elkhorn, WI 53121

Manufacturer of "Grif-Ho" product line of dispensers for disposable paper/plastic/foam products. Includes dispensers for paper, plastic and foam cups, napkins, roll and folded tissue, roll and folded towels and cup lids.

Contact: Paul Omdoll, Vice President, Sales/Marketing 414-723-6133

I. SCHNEID, INC.

Booth 939

1429 Fairmont Avenue, N.W.
Atlanta, GA 30381

The company is dedicated to manufacturing the highest quality industrial and institutional chemicals for the choosy distributor who wants to promote private label under his name. Teamwork is the key to our success from product research and development to customer support, assuring complete user satisfaction.

Contact: George Bauer, Sales Manager 404-351-4705

SCICOM DATA SERVICES, LTD.

Booth 545

10101 Bren Road East
Minnetonka, MN 55343
See our ad page 50

PERFORMANCE 200 is SCICOM's price book system for fine paper merchants. It is an attractive, timely, market-oriented book designed to help you sell more paper. PERFORMANCE 90 is SCICOM's complete data processing system for fine and industrial paper merchants and the result of 16 years experience in your industry.

Contact: Scott Bertas, Marketing Vice President 1-800-328-6746

SCOTT PAPER COMPANY

Island 409

Scott Plaza One
Philadelphia, PA 19113
See our ad pages 148–149

Scott, Hoffmaster and Sani-Fresh will join together in one large booth. The booth will focus on distinctive products and systems related to personal care and cleaning, wipers and foodservice which are designed for specific end market segments. Representatives will be on hand to present these systems and answer questions.

Contact: William D. Jackson, Human Resource Development Manager 215-522-5035

SEALRIGHT CO., INC.

Booth 600, 602

8330 Ward Parkway
Kansas City, MO 64114

Plastic coated paperboard Nestyle® containers in 8, 12, 16, 32 oz. and half-gallon sizes for carryout food containers, hospital specimen cups, fish bait containers, ice buckets, ice cream containers, cookie containers, finger food containers and other moist food containers.

Contact: Arlen Kinville, Administrative Sales Manager 816-926-2000

SENTINEL FOAM PRODUCTS

Booth 838

130 North Street
Hyannis, MA 02601

The company, a Division of Packaging Industries Group, Inc., will display its industrial packaging products, along with a large assortment of mailing envelopes, lightweight foams, bubble cushioning materials and specialty products of film laminated to foam, heavy density foams and applied fabrics to foam.

Contact: Richard P. Giberti, Vice President of Sales 617-775-5220

SHAMROCK GIFT WRAP & THE CATTY COLLECTION

Booth 328

724 South Elm Street, P.O. Box 16247
Greensboro, NC 27416

The company offers a diverse selection of both paper and foil counter roll gift wraps for the retail packaging specialist and the general line paper distributor. With both rotogravure and flexographic printing, SHAMROCK/CATTY is an industry leader in the manufacturing and converting of wholesale gift wrap products.

Contact: Charles E. Fetter, Jr., Vice President, Director of Marketing 1-800-334-8982, 919-275-6388

SHAR LEE PACKAGING/ EUROBAGS

Booth 927

18250 Harwood Avenue
Homewood, IL 60430

Fine packaging for retail stores; small quantity printing; distinctive paper and poly products.

Contact: Henry G. Lorsch, Vice President 312-798-7188

SHERRI CUP , INC.

Booth 808

245 Old Brickyard Lane
Kensington, CT 06037
See our ad page 86

Manufacturer of quality paper hot cups, food containers and ice cream containers.

Contact: Wayne T. Meadowcroft, National Sales Manager 203-828-6338

SHUFORD MILLS SPECIAL PRODUCTS DIVISION

Booth 842

Highland Avenue & 15th Street N.E.
Hickory, NC 28601

The Special Products Division offers a complete line of slit film polypropylene, polyester/cotton and 100% polyester twines for machine and hand tying applications. With distribution points strategically located throughout the U.S., we can respond quickly and efficiently to our valued customers. Special Products supports the "Crafted With Pride in the U.S.A." campaign.

Contact: Steve Bowman, Sales & Marketing Manager 704-328-2131

SHUFORD MILLS TAPE DIVISION

Booth 430

Highland Avenue & 15th Street N.E.
Hickory, NC 28601

On display will be the Shurtape complete line of pressure sensitive products, including masking, paper and film packaging, printable, strapping, protective, cloth, foil, double coated and adhesive transfer, nuclear, electrical and flame retardant tapes.

Contact: Dave Taylor, Vice President Sales & Marketing 704-322-2700.

SOLO CUP COMPANY

Booth 420, 422

1700 Old Deerfield Road
Highland Park, IL 60035
See our ad page 69

Solo manufactures a complete line of quality paper, plastic and foam beverage and foodservice disposables. These include service dinnerware, souffle cups, popcorn and fries cups and deli containers.

Contact: D.J. Wolfe, Director of Sales 312-831-4800

SOUTHERN CHAMPION TRAY COMPANY

Booth 1000, 1001

Compress Street
Chattanooga, TN 37405

A manufacturer of folding cartons and more than 200 stock boxes, we provide delivery in 35 states monthly on company pool trucks. Stock boxes include bakery, automatic bakery window, donut,

pizza (plain and stock print), food trays, patty/meat, popcorn, sausage and stationery. Custom carton manufacturing and printing.

Contact: Dave Deeg, Sales Manager 615-756-5121

SPRINGPRINT/MEDALLION DIVISION

Booth 605

504 W. Euclid Avenue
Springfield, OH 45506
See our ad page 106

The company will introduce a newly merged line of quality stock and custom print placemats, napkins and table top presentations for the food service markets.

Contact: Earle Fincher, Director of Sales 513-324-5633

ST. CLAIR PAKWELL MFG., INC.

Booth 744, 746

120 25th Avenue
Bellwood, IL 60104

The company manufactures a full line of retail packaging products including paper bags and boxes, high density poly bags, paper shopping bags and giftwrap. We specialize in low minimum, enhanced graphic retail packaging, with four-color process printing available on all products. New products being introduced: paper shopping bags and high density handle bags.

Contact: John Timberlake, Marketing Manager 312-547-7500

STANDARD CAP & SEAL

Booth 320

3150 Clinton Court
Norcross, GA 30071

We produce STANCAPS, sanitary paperboard glassware covers used by hotels, restaurants and health care markets for sanitary glassware protection. These covers are available in 45 different sizes, either unprinted or printed with a custom logo. Sizes are available for disposable plastic tumblers. Call or write for a free sizing kit and printed samples.

Contact: Larry Southard, National Sales Manager 404-476-9088

STANDARD PAPER SOFTWARE MARKETING CORP.

Booth 1008, 1009

180 Lyman Street
Springfield, MA 01103
See our ad page 31

The Standard Paper SP/DP Distributor Package offers the most complete and effective software package for the paper distributor. SP/DP helps a paper distributor buy right, sell smart and control investment. It helps manage pricing, increase gross trading margins up to 2 1/2% and can help cut inventory by up to 20%. Written by a paper merchant and used by more paper merchants than any other package software product, it is the leader and innovator in the industry.

Contact: Edward L. Mazer, President 413-736-1000

STERLING PAPER COMPANY

Booth 509, 511

2155 E. Castor Avenue
Philadelphia, PA 19134

Boxes: cake, pastry, doughnut, pizza, sausage, steak, cookie, chicken, clothing. Trays: food, doughnut, carry-out, cheese. Pails: food and ice cream. Plates: bulk and packaged.

Contact: Suzanne S. Faigen, Vice President 215-744-5350

STEVENS & THOMPSON PAPER COMPANY

Booth 1006

Mill Road
Greenwich, NY 12834

The company will exhibit their complete line of industrial bathroom tissues and towels. This will include their Valley Tissue and Buddy Towels. They will also feature a line of resale bathroom tissue and towels featured under their SOFT-SPUN and DOWNY labels.

Contact: William Gnatek, Vice President 518-692-2211

STONE CONTAINER CORPORATION

Booth 426

Arnold Drive
Huntington, NY 11743
See our ad page 89

The company offers a complete line of products that include paper merchandise bags, grocery bags and sacks, specialty clay coated bags, square or pinch bottom. Plastic high density merchandise bags with or without die cut handles; LLD die cut, patch handle, draw tape, toy, and comforter bags; corrugated pizza boxes and wrapping kraft.

Contact: Sanford W. Le Vine, General Manager/Eastern Region 516-271-8100

SUPREME LIGHTING CORPORATION

Booth 211, 213

122 East Laurel Street
Mullins, SC 29574
See our ad page 102

A domestic manufacturer of Long Life light bulbs and fluorescent tubes, Supreme features 5000 hour, brass base, 130 volt bulbs with 10 distribution centers across the country.

Contact: Gary Siegal, President 800-922-6693, 800-221-1573

SUPREME POLY PRODUCTS, INC.

Booth 222

299 Meserole Street
Brooklyn, NY 11206

Specializing in small and large runs of retail bags, sold exclusively through distributors. Products include plastic shopping bags, patch bags, cotton and poly drawstring T-shirt bags, thick-thin bags, high density and low density merchandise bags, poly tissue.

Contact: Alan Sands, Sales Manager 718-456-9300

SURREY INDUSTRIES

Booth 322

155 Miles Standish Blvd.
Tawton, MA 02780

The company brings significant new capacity to the plastic, T-style grocery and retail sack markets. We offer both high molecular weight density and blended L.D. bags, custom printed with up to four colors, as well as stock and seasonal prints in our distributor program.

Contact: Alex F. Vaicunas, Vice President, Marketing 617-824-8636

TABLE MATE PRODUCTS, INC.

Booth 748

2150 Oxford Road
Des Plaines, IL 60018

The company is a converter of plastic banquet rolls, tablecovers, table skirts and flame-retardant, non-woven fabric products. We are manufacturers and master distributors of catering specialties and "cash and carry" store party supplies.

Contact: Gilbert Lawson, Vice President, Marketing 800-323-1532, 312-827-5600 (in IL)

TEXIZE, DIVISION OF DOW CONSUMER PRODUCTS, INC.

Booth 639, 641

P.O. Box 368
Greenville, SC 29602
See our ad page 77

The company is well-known for its wide-range of products: FANTASTIK, JANITOR IN A DRUM, GLASS PLUS, WOOD PLUS, PINE POWER, K2R SPOT-LIFTER —that effectively clean surfaces and materials of the modern world. Now their time tested performance gives you increased profit opportunities with economical commercial sizes.

Contact: Lee Obbink, National Sales Manager 800-342-5839

TIME PRODUCTS/APOLLO INDUSTRIES, INC.

Booth 814

3180 Browns Mill Rd., S.E.
Atlanta, GA 30354

The company specializes in manufacturing quality *private label* planning products for the profit minded distributor. Present product line consists of: Housekeeping Products—aerosol products, drain openers, bowl cleaners, floor & wall cleaners, wax strippers and scouring cleansers; Pot and Pan Detergents—liquid & spray dried beads; machine warewashing; laundry products; and, specialty cleaners.

Contact: Earl Blough, President, 404-767-7526.

TRANS TECH SERVICES, INC.

Booth 806

4309 Hacienda Drive, Suite 490
Pleasanton, CA 94566

ROUTE/Control™ is an interactive routing and scheduling system which reduces costs by planning and controlling driver operations of a private fleet. The system builds stop-for-stop driver schedules and displays the results on a graphic map display. route/MANAGER™ provides comprehensive reports covering the total driver operation and is a computer communications interface to Tripmaster®. route/MANAGER provides work standards, exception reports (actual vs. plan analysis), and Trend Analysis of operating data.

Contact: Tony Black, Vice President of Sales 415-463-1400

UNGER ENTERPRISES, INC.

Booth 909

22 S. 6th Avenue
Mt. Vernon, NY 10550

We offer a complete maintenance and cleaning accessory program featuring window and floor squeegees, Add-An-Arm Tel Pole System, Golden Clip Squeegee, floor and window scrapers, Power Pic Scraping System, strip window washers, pool tool, Beez'n Spray, Nifty Nabber, 4P's.

Contact: Dave Unger, National Sales Manager 914-664-3850

UNION CAMP CORP.

Booth 613, 615

1600 Valley Road
Wayne, NJ 07470

Manufacturer of paper and plastic retail bags, industrial bags, films, tubing, stretch, shrink wraps, handle bags, amd T-shirt sacks. These come in a variety of custom resin formulations, with most modern printing capabilities. Kraft and bleached grocery bags, sacks, specialty paper products, i.e. mailer bags and paper shopping bags.

Contact: Timothy P. Keneally, Sales and Marketing Manager 201-628-2501

UNISET, INC.

Booth 226

9 Carlton Street
Wallingford, CT 06492

The company manufactures quality disposable cutlery in both medium weight and heavyweight. Stocked colors for medium weight are white and champagne. Heavyweight cutlery is available in white, champagne, blue smoke, seven fashion colors and crystal in full dinner size. Custom colors and private label packaging are also available.

Contact: Philip S. Dvorak, National Sales Manager 203-265-0700, 800-243-4936

UNITED OVERSEAS INTL., INC.

Booth 126

264 Monsignor O'Brien Highway
P.O. Box 2018
Cambridge, MA 02141

Overseas manufacturer of HMHDPE, HDPE, LDPE and LLDPE bags for retail packaging. Patch handle, polydrawtape, foldover rolltop, diecut, cotton cord with grommet, shopping bags, long bridge, loop bridge, merchandise bags, T-shirt bags. Flexographic and rotogravure printing up to 5C/2S, matte ink finish. Factories in both Hong Kong and China.

Contact: Daniel Wong, Marketing Representative 617-623-5400

UNITED PLASTIC PRODUCTS

Booth 224

109 N. Duncan Road
Champaign, IL 61821
See our ad page 90

The company offers a complete line of disposable protection. Sta-dri™ brand aprons, bibs and gloves set the quality standards for the industry. Tablecovers and skirting are available in more than 30 colors and prints. Aisle runners, doggie bags and Poly-Med™ disposable apparel along with imported aprons and gloves fill out the line.

Contact: Zella Rebmann, Vice President Sales 217-359-5400

UNIVERSAL BUSINESS SYSTEMS, INC.

Booth 541

185J Industrial Parkway
Somerville, NJ 08876
See our ad page 3

"UNISS" is our industrial paper package featuring purchase orders, order entry, invoicing, accounts receivable, inventory, accounts payable, general ledger and a data base report writer. The package is designed to meet the needs of the industrial paper and supply house. Some features are ABC type reporting, full range of price matrices, special pricing by customer and many more. Come see our demonstration of a total computer solution.

Contact: Christopher J. Raffo, Vice President 201-725-8899

U.S. BORAX & CHEMICAL CORP.

Booth 616, 618

60 Craig Road
Montvale, NJ 07645

Manufacturer of a complete line of hand care products, dispensers, specialty products including SOP all purpose absorbent, tile and porcelain cleaners.

Contact: Tom Biley, National Sales Manager 201-391-8600

U.S. PROFILES CORPORATION

Booth 923

6825 Manhattan Boulevard, Suite 500
Ft. Worth, TX 76112

The company is recognized nationally by paper merchants and suppliers as the experts in the selection and training of employees. Through the use of The Profile Evaluation, the paper distributor/supplier will be able to reduce turnover and improve the productivity of existing employees.

Contact: Anne L. Bess, Vice President 817-496-6881

VENTURE PACKAGING, INC.

Booth 106

311 W. Monroe Street
Monroeville, OH 44847

A leader in the injection molded container industry. These containers are used in the foodservice and industrial packaging industries. The containers range in size from six ounce to five gallon. Venture Packaging also offers four-color sidewall and six-color lid printing capabilities.

Contact: Charles R. Krumholtz, Sales Manager 419-465-2534

WARD PAPER COMPANY

Booth 125

3351 W. Addison
Chicago, IL 60618

The company supplies paper merchants and paper converters with a wide variety of white and colored uncoated paper products designed for printing, converting and envelope manufacturing. The development of Brite-Hue™ offset, cover and envelope stock and the addition of 16 Forward® offset colors enhances Ward's image as a quality paper manufacturer.

Contact: Carmelita Linden, Creative Director 312-267-9200

WEBSTER INDUSTRIES

Island 831

58 Pulaski Street
Peabody, MA 01960

SAVE

TIME and MONEY

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Paper Merchant's Guide to Personnel Selection and Evaluation

An important tool for *all* paper distributors

The Guide Includes:

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- Model employee hand book
- Forms for everyday use
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This customized guide provides the framework for interviewing, selecting and evaluating personnel.

PRICE: $85.00
(add $2.00 for shipping)

Order yours today from:
NPTA, 111 Great Neck Road
Great Neck, N.Y. 11021
(516) 829-3070

The company offers: two-ply can liners, food service poly bags, lemon scented liners; BXH Gold Line - extra heavy liners; Web Tuf - super heavy liners, twin pak pallet products, freezer containers and artisanware disposable plastic plates and bowls.

Contact: Stuart Shainker, Sales Manager 800-225-0796

WEBSTER PACKAGING

Island 831

58 Pulaski Street
Peabody, MA 01960

The company draws upon 25 years of film extrusion experience to bring you a broad line of retail polyethylene packaging, including high density bags, Thik Thin bags, patch handle bags and garment bags, all manufactured and printed domestically. Stop by and see how Webster can fit your distribution program.

Contact: Chad Young, Vice President and General Manager 617-532-2000, 800-343-2012

WE PACKAGE IT

Booth 210, 212

103 W. Bolivar
Sanger, TX 76266

We are a retail packaging specialist featuring coordinated custom programs from such mills as Crystal Tissue, Champion Bag, Climax Box, Shore Manufacturing and Berwick Ribbon. Quality post designed printing and hot stamping available. Our program is designed to sell to packaging distributors in affordable quantities, with minimal lead times.

Contact: Nanette Pastusek, Sales Manager 817-458-3310

WHITE MOP WRINGER COMPANY

Booth 633, 635

10770 N. 46th Street
Tampa, FL 33617

Floor cleaning equipment: mop wringers and buckets, mop handles, floor squeegees, wet mops, waste receptacles, sand urns, floor machines, wet dry vacuum cleaners, floor burnishers, carpet cleaning equipment.

Contact: Buzz Flannigan, Executive Vice President 813-981-2223

WILKINSON MANUFACTURING COMPANY

Booth 733, 735

12th and Madison Street
Fort Calhoun, NE 68023

Supplying service with economy with a complete line of aluminum and plastic containers for foodservice, restaurant, bakery and catering. More than 200 different stock items, new items, special packaging, dome and foil board combo Packs, complete carryout line, school containers, steam tables, compartment trays and Caterserve® Catering System.

Contact: Phil Castelnovo, National Sales Manager 402-468-5511

WILLIAMHOUSE SALES CORP.

Booth 706, 708

28 West 23rd Street
New York, NY 10010
See our ad page 34

The company manufactures envelopes, commercial and social announcements, continuous letterheads, custom business forms, paper store and party store products.

Contact: William J. Catallo, Vice President/Marketing 212-691-2000

WINCHESTER CARTON CORP.

Booth 539

105 Tote-M Avenue
Eutaw, AL 35462

Winchester Carton manufactures a complete line of custom stocked disposable food containers for the fast food, deli, restaurant, convenience store and concession markets. On display will be containers for fried chicken, french fries, hot dogs, hamburgers, sandwiches, pizza, pop-corn, carryout trays and various plastic packaging.

Contact: Donald A. Barr, Vice President National & Distribution Sales 404-448-2193

ZEPHYR MANUFACTURING COMPANY

Booth 917

400 West Second Street
Sedalia, MO 65301

A complete selection of wet mops, dry dust mops, natural fiber and plastic brooms, floor brushes, handles, frames and dry wall cleaning sponges.

Contact: Stewart Edwards, Vice President of Sales 816-827-0352

STRUCTURED COMPUTER SYSTEMS, INC.

Booth 647

17 Talcott Notch Road
Farmington, CT 06032

Designed for the medium to large wholesale paper merchant, EXCALIBUR automates sales service, order entry, inventory, purchasing, sales analysis and financial areas. An online, interactive system, EXCALIBUR is much more than an accounting and billing program. Rather, it is a functionally rich management tool which is used to significantly improve financial and operating measurements, plus to secure and maintain a competitive edge over rival companies.

Contact: Marvin C. Slayton, President 203-677-0222

Graphic Arts Training Represents Your Best Prospects For Increased Printing Paper Sales

Let NPTA's **PRINTECH WEEK** Make Your Printing Paper Sales People and Managers Skillful Technical Complaint Handlers and Problem Solvers.

Reserve October 18-23 Now for NPTA's Next PRINTECH WEEK Session.

PRINTECH WEEK guarantees measurable results:

- Increased graphic arts knowledge;
- Improved understanding of the printer's business;
- Upgraded technical skills;
- Hands-on experience in pre-press technology and related printing methods;
- Insight into paper considerations of lithography (both web and sheet fed offset), flexography, gravure, screen printing and the new non-impact technologies.
- Increased knowledge of the "paper-to-printing" relationship;
- Improved printing paper sales ability.

Other Participants Give PRINTECH WEEK High Marks

"The week I spent with the most up to date equipment and highly educated professors will be a real plus for my selling goals in the present and future."
—Paul Weaver, Sales Rep, Cordage Papers

"The course is definitely a must for young rookies who plan a career in fine paper sales. This course gave me the knowledge to talk the same language and relate on equal grounds with our customers."
—Jean Pierre Renaud, Sales Manager, Lauzier Little

"Printech Week was a dynamic and challenging seminar. I would recommend it to anyone who has a serious interest in understanding today's printing technology."
—Jeffrey Flick, Graphic Consultant, The Cincinnati Cordage and Paper Co.

For a descriptive brochure and more information on registration return this coupon to:

Education & Training Department, NPTA, 111 Great Neck Road, Great Neck, NY 11021

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

or call Bruce H. Linden 516-829-3070

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say hello.**

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Westin Peachtree Plaza Hotel Suite
would be most welcome**

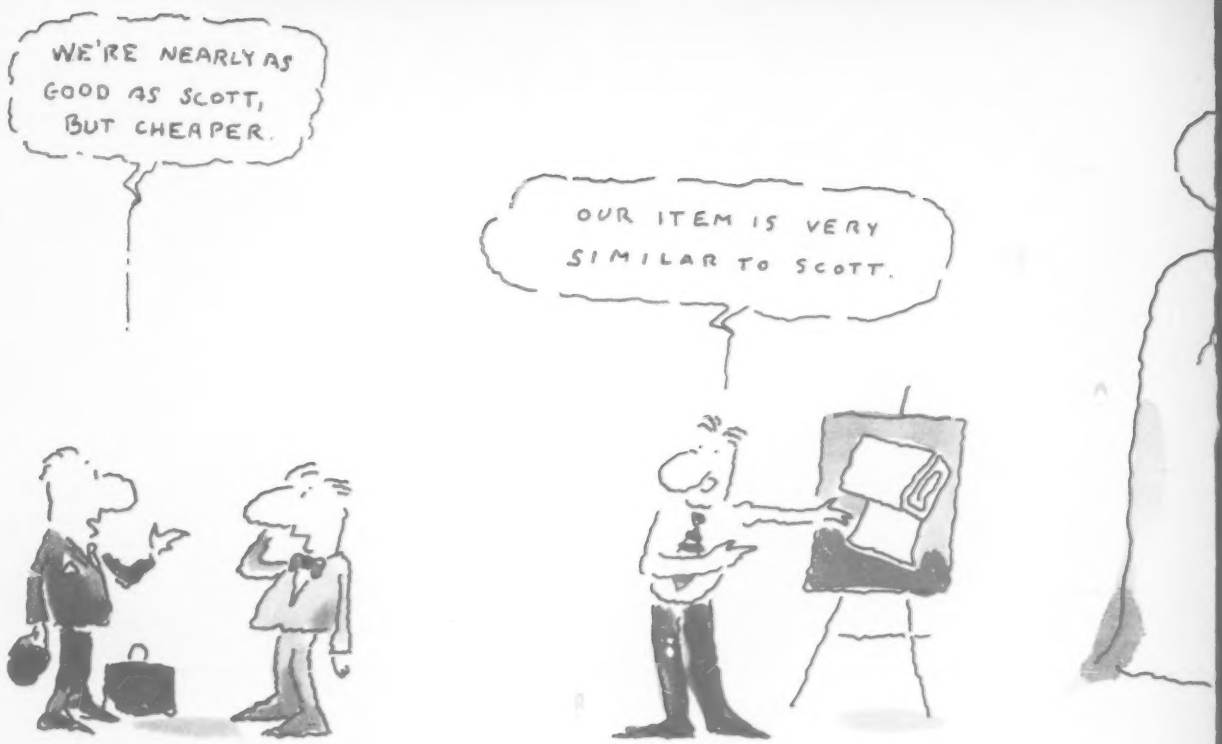
Nekoosa Papers Inc.
a company of
Great Northern Nekoosa Corporation

OFFICIAL HOSPITALITY SUITES '87

Official Guide

Hotel Phone Numbers

WHERE HAVE
OUR NAM



From the day the first C-Fold rolled off the line over a century ago, Scott has been the leader in our industry. With due respect to the worthy competition, Scott wants you to know we intend to remain out front.

THE MOST INNOVATIVE SYSTEMS.

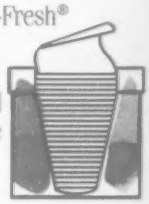
Scott takes the long view, to see where your market is going months, even years from now. That's how we've been able to set the pace with products like WypAll® and now JRT® Jumbo Roll Tissue and breakthrough marketing strategies for Scotties,® Cottonelle® and Convert-A-Matic.™

THE BEST PERFORMANCE.

Performance means marketability. Performance means cost-in-use effectiveness. Performance means customer satisfaction. All those qualities are embodied in anything that carries the Scott emblem.

THE EXPANDING SCOTT HORIZON.

The addition of the fine Hoffmaster® and Sani-Fresh® lines to the Scott family signals a corporate dedication to offering the broadest possible complement of products noted for both quality and distinctiveness. The purpose of Scott systems—and the corporate Scott goal—is to provide the best for the individual's care



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E LATELY?

and cleaning in the away-from-home environment.

COMMITMENT FROM THE TOP.

The direction on all these drives—innovation, performance and growth—derives from a vision mandated at the very top of the Scott organization. We're channeling energies into the satisfaction of your needs. To this purpose, we've built the best and most knowledgeable sales and distribution force in the industry. We've instituted START Telemarketing to augment sales efforts and Scott Express Claim Service for timely and accurate reimbursement. Scott's industry-leading training programs are regularly updated for distributors and their staffs.

Scott continues to reinvent the word value. Value in systems, value in service; values that pay off in your loyalty so that, working together, we become an organization beyond compare. And so, of course, everyone will keep comparing themselves to Scott.

SCOTT

THE HOUSEHOLD NAME, AWAY FROM HOME.™

Official Hospitality Suites at the 1987 NPTA Convention

Check the daily listings of MN's Official List of Hospitality Suites on-site at Convention Registration. Advertisers are in color.

The following list of companies will be hosting Convention attendees at hospitality suites during the NPTA Annual Convention and Exposition. In addition to the company listing, the hotel, arrival and departure dates are shown plus their key people.

A&E Plastics, Inc.
14505 Proctor Avenue
Industry, CA 91749
818-968-3801
Marriott: Fri/Tues
Peter Mancuso
Alvin Berke

Affiliated Paper Companies
P.O. Drawer 31
Tuscaloosa, AL 35402
205-345-4180
Westin: Fri/Tues
Robert E. Keith
M. Grindlinger

AGP/Gentech Inc.
531 N. Stiles Street
Linden, NJ 07036
201-925-0900
Marriott: Fri/Tues
David Perlmutter, president
Jake Taylor, vice president

Alcan Foil Products
P.O. Box 32840
Louisville, KY 40232
502-459-1900
Marriott: Fri/Mon
Bob Shemming
See our ad page 65

Alumax Foils, Inc.
6100 S. Broadway
St. Louis, MO 63111
314-481-7000
Marriott: Fri/Mon
Michael L. Ilten
Thomas J. Cleary

Amcel Corp.
One Galen Street
Watertown, MA 02172
617-924-0800
Hyatt: Sat/Mon
Joseph Casey

American Paper Conv. Daily
P.O. Box 795
Park Ridge, IL 60068
312-823-3145
Hyatt: Fri/Mon
Louise Cowan, editor
Doris Lee, advertising manager

Ametek Microfoam Division
265 Rte. 202
Chadds Ford, PA 19317
215-358-1180
Marriott: Sat/Tues
Herm Koch, vice president/general manager
Larry D'Orazio, director marketing/sales

Amko Plastics, Inc.
12025 Tricon Road
Cincinnati, OH 45246
513-671-1777
Westin: Fri/Mon
George Makrauer

Amoco Foam Products Co.
2100 Powers Ferry Road NW
Atlanta, GA 30099
404-955-5595
Marriott: Fri/Tues
John A. Krause
John A. Finchum

Anchor Industries
1831 Avenue H
St. Louis, MO 63125
314-544-3900
Westin: Fri/Mon
Terry Sims
Gary Scherer

Appleton Papers, Inc.
P.O. Box 359
Appleton, WI 54912
414-734-9841
Westin: Sat/Tues
Doug Adams
Ken Nissan

B.D.F. Tesa Corporation
324 S. Union Avenue
Sparta, MI 49345
816-887-1751
Hilton: Sat/Tues
Fred C. Whitney

Badger Paper Mills, Inc.
P.O. Box 149
Peshtigo, WI 54157
715-582-4551
Westin: Fri/Mon
Bennie C. Burish, president
Duane U. Stehle, vice president sales

Bagcraft Corp. of America
3900 West 43rd Street
Chicago, IL 60632
312-254-8000
Westin: Fri/Wed
Mr. Rodin
Mr. Henshell

Bay West Paper Company
1100 W. Mason Street
P.O. Box 10568
Green Bay, WI 54307
414-494-8731
Hyatt: Fri/Mon
Tom Dupuis
Ernest Kelly
See our ads pages 44–45/117

Beckett Paper Company
400 Dayton Street
Hamilton, OH 45011
513-863-5641
Ritz Carlton: Fri/Tues
David L. Belew, president
James E. Reid, vice president marketing

Berwick Industries, Inc.
P.O. Box 1009
Woodstock, GA 30188
404-926-9048
Marriott: Sat/Tues
Rick Norton
See our ad page 81

Better Packages
19 Forest Parkway
Shelton, CT 06484
203-926-1087
Westin: Sat/Mon
Ken Boice
Robert Hahn
See our ad page 13

Boise Cascade Corporation
One Park Place
1900 Emery St. #308
Atlanta, GA 30318
404-352-8993
Hilton: Fri/Tues
Kenneth Barber
Sam Dobbins
See our ad page 87

Boxit Corporation
5555 Walworth Avenue
Cleveland, OH 44102
216-631-6900
Hilton: Fri/Mon
Harvey Weisman
Joel Zaas

Bulkley Dunton & Company
1115 Broadway
New York, NY 10010
212-337-5614
Hilton: Sat/Tues
L.S. Reische
W. Collins

CPI, Inc.
P.O. Box 188
Colts Neck, NJ 07722
201-462-8900
Westin: Wed/Tues
Philip Sturm
See our ad page 162

Capital Poly Bag Inc.
3980 Groves Road
Columbus, OH 43232
614-868-8660
Hyatt: Fri/Mon
Burl C. Roller
Jack Hallman

Carson Collection
1341 West Broad Street
Stratford, CT 06497
203-378-3999
Hilton: Fri/Mon
Ernest H. Pagliaro, Jr.

Cartiere Artoro Sottrici
2206 Spear Place Drive
Marietta, GA 30062
404-973-2206
Marriott: Fri/Tues
Peter Pohly

Carthage Cup Company
P.O. Box 2586
Longview, TX 75606
214-757-3673
Hyatt: Sat/Mon
C. Mark Abernathy
Brent T. Abernathy

Cascades Industries, Inc.
P.O. Box 578
Rockingham, NC 28379
919-895-4033
Westin: Fri/Tues
Richard P. Joncas

Central Paper Company
P.O. Box 330
Menasha, WI 54952
414-725-4335
Westin: Fri/Tues
W. Saunders
H. Heier

Champion International
One Champion Plaza
Stamford, CT 06834
203-358-7000
Ritz Carlton: Fri/Tues
Tom McLaughlin

Clear Shield National
1175 South Wheeling Road
Wheeling, IL 60090
312-541-2900
Marriott: Fri/Tues
Keith A. Johnson

Climax Mfg. Company
Climax Street
Castorland, KY 13620
315-493-3390
Westin: Fri/Mon
Sandy Horwitz, vice president sales
Urban Hirschey, vice president marketing
See our ad page 18

Comet Products, Inc.
6 Stuart Road
Chelmsford, MA 01824
617-256-6551
Marriott: Fri/Tues
A. David Eklund
Marie Kirk

Consolidated Papers, Inc.
200 West Madison Street
Chicago, IL 60606
312-781-0200
Hyatt: Sat/Tues
P.A. Hanson
M.A. Murphy

Continental Bondware
1701 Golf Road, Tower III
Rolling Meadows, IL 60008
312-228-2540
Westin: Sat/Sun
P.O'C. White
D.H. Davidson

Cottingham Paper Company
324 East Second Avenue
Columbus, OH 43216
614-294-6444
Westin: Fri/Tues
Dick Cottingham
Mark Payette

The Crowell Corporation
P.O. Box 3227
Newport, DE 19804
302-998-0557

Marriott: Fri/Tues
Dave Chastain
Roger Boldizsar
See our ad page 74

The Crystal Tissue Company
P.O. Box 449
Middletown, OH 45042
513-423-0731
Marriott: Fri/Tues
Bill Glancy
Randy Clark

Dart Container Corporation
2101 North Andrews Avenue
Ft. Lauderdale, FL 33311
305-563-5255
Hyatt: Fri/Mon
George Reilly
Peter Byron

Decorated Paper
Eighth & Erie Streets
Camden, NJ 08102
609-365-4200
Hilton: Fri/Mon
John J. Kelly
Terrence Kelly

Deltapaper Company
2925 State Road
Croydon, PA 19020
215-788-1800
Hilton: Fri/Mon
Arnold Marinelli
Warren Lelless

Disco Inc.
P.O. Box 18146
Atlanta, GA 30316
404-758-0096
Westin: Sat/Mon
W.H. Elliot

Dispoz-O Plastics Corporation
100 Merrick Road
Rockville Centre, NY 11570
516-766-7272
Hilton: Fri/Tues
Al Postrel

Dixie Bag Co./Hi-D Corp.
P.O. Box 87118
College Park, GA 30337
404-997-4555
Hyatt: Sat/Mon
Ken Lavergne
Terry Dornbush

Dixie Marathon
P.O. Box 6000
Norwalk, CT 06856
203-854-2365
Hyatt: Thurs/Tues
Andy Muha
Keith Batlam
See our ad page 33

Domtar Industries Inc.
600 Summer Street
Stamford, CT 06901
203-967-7511
Westin: Fri/Tues
Tom Derouin
See our ads pages 66–67

Duni Corporation
5300 North Sherman
Milwaukee, WI 53209
414-464-4900
Westin: Thurs/Wed
David Dooley

Duro Paper Bag Mfg. Company
P.O. Box 16250
Ludlow, KY 41016
606-581-8200
Westin: Sat/Mon
Tom D'Ambrosio
Don Mitchell

Eastern Fine Paper Inc.
P.O. Box 129
Brewer, ME 04412
207-989-7070
Westin: Thurs/Tues
J.J. Mulkern
M.B. Megargee

Econoco Corporation
300 Karin Lane
Hicksville, NY 11801
516-935-7700
Ritz Carlton: Thurs/Mon
Julian Rosenberg
See our ad page 49

Ekco Products
777 Wheeling Road
Wheeling, IL 60090
312-459-1500
Westin: Thurs/Wed
Richard Kaelin
Larry Greenberg

Erving Distributor Products/G-P
One Arch Street
Erving, MA 01344
617-544-2711
Westin: Sat/Mon
Dennis Pfeiffer, mgr. mkt. svc.

Fasson Specialty Division
900 Circle 75 Parkway
Atlanta, GA 30339
404-980-6010
Hilton: Fri/Tues
Mike Patrick
John Nakaoka

Federal Paperboard Company
75 Chestnut Ridge Road
Montvale, NJ 07645
201-391-1776
Marriott: Sat/Tues
J.K. Lukowski, general sales manager
C.E. Lesnick, marketing manager

Finch Pruyn & Company
One Glen Street
Glens Falls, NY 12801
518-793-2541
Westin: Fri/Tues
John Altomonte
John Brooks

Flower City Tissue Mills
P.O. Box 13497
Rochester, NY 14613-0497
716-458-9200
Westin: Fri/Mon
William F. Shafer, III, president
Leonard D. Myers, vice president/ treasurer

Fonda Cup & Container Group
P.O. Box 1192
Union, NJ 07083
201-964-0600
Marriott: Fri/Tues
Doug Smith
See our ad page 104

Forman, Inc.
2036 Lord Baltimore Drive
Baltimore, MD 21207
301-298-7500
Hilton: Thurs/Mon
Joseph Mucha
Frank Mucha
See our ad page 160

Form Fit Plastics
100 Pleasant Street
Dracut, MA 01826
617-957-2943
Westin: Fri/Mon
David Thrope
Lee Bishott
See our ad page 48

Fort Howard/Sweetheart
P.O. Box 19130
Green Bay, WI 54307
414-435-8821
Hilton: Fri/Tues
Bill McKenna
Jim Alexy

Fortune Plastics, Inc.
P.O. Box 637
Old Saybrook, CT 06475
203-388-3426
Hyatt: Fri/Tues
Kevin McAuliffe
Terry Carpenter

Fox River Paper Company
P.O. Box 2215
Appleton, WI 54913
414-733-7341
Hilton: Sat/Tues
Harold L. Ellsworth, president
Oakie L. Sallee, vice president sales/marketing
See our ad page 108

Franklin Disposables, Inc.
7100 Huntley Road
Columbus, OH 43229
614-436-1216
Marriott: Sat/Mon
Thomas P. Maney
See our ad page 98

Fraser Paper Ltd.
P.O. Box 10055
Stamford, CT 06904
203-359-2544
Hilton: Sun/Mon
B. Paul Beaudoin
Leo G. Berinati

Freeman Paper Company
2954 Gross Street
Green Bay, WI 54304
414-336-2072
Marriott: Fri/Mon
Larry Swanson
Randy Swanson
See our ads pages 32/74

French Paper Company
P.O. Box 398
Niles, MI 49120
616-683-1100
Hyatt: Sat/Tues
Bruce Bigford, president
Ed French, CEO

Frontier Paper Inc.
355 E. 76th Avenue
Anchorage, AK 99518
907-344-4000
Hilton: Fri/Tues
Greg Wilcox
Elmer Wilcox

Frosty Acres Brands
6400 Atlantic Blvd.
Norcross, GA 30071
404-449-1333
Hilton: Fri/Mon
David Carper
Tim Carper

General Plastics Corporation
8900 NW 77th Court
Medley, FL 33166
305-888-3555
Hilton: Fri/Mon
Carl Iannacone
Sanci Borganelli
See our ad page 15

Genpak Corporation
68 Warren Street
P.O. Box 727
Glens Falls, NY 12801
518-798-9511
Marriott: Fri/Mon
Doug Marquis

Georgia-Pacific Corporation
Printing Paper Division
P.O. Box 105605
Atlanta, GA 30348
404-521-4718
Hyatt: Fri/Sat
John A. Davidson
Donna Santoro
See our ads pages 26–27/78–79

Gilbert Paper Company
P.O. Box 260
Menasha, WI 54952
414-722-7721
Hilton: Sat/Tues
Frank Willoughby

Glenmark Industries, Inc.
1100 Pidco Drive
Plymouth, IN 46563
219-936-2118
Ritz Carlton: Sat/Mon
Tom Hennessy
See our ad page 17

G.B. Goldman Paper Company
2201 East Allegheny Avenue
Philadelphia, PA 19134
215-423-8600
Hyatt: Fri/Tues
Robert B. Golder, Executive vice president

Hammermill Paper Company
P.O. Box 10050
Erie, PA 16533
814-456-8811
Ritz Carlton: Sat/Sun
Frank Romecki
See our ad page 29

Hammermill Paper Company
PO Box 10050
Erie, PA 16533
814-456-8811
Ritz Carlton: Fri/Tues
Richard Reeves

Handy Wacks Corporation
P.O. Box 26
Sparta, MI 49345
800-445-4434
Hyatt: Wed/Tues
H.B. Fairchild, III, president
Mike Gabriz, director of sales
See our ad page 60

Heritage Bag Company
4434 McEwen Road
Dallas, TX 75234
214-233-6130
Hilton: Thurs/Mon
Fritz Popst
Jim Heath
See our ad page 73

Hilex Poly Company, Inc.
1701 Greenville Ave., Ste. 102
Richardson, TX 75081
214-669-8997
Marriott: Fri/Mon
Steve Ziegler
Sylvia Eisenberg

Himolene
3731 Wilshire Blvd., Ste. 830
Los Angeles, CA 90010
213-389-3423
Hyatt: Fri/Mon
Terry Hudson
See our ad page 39

Holland Mfg. Company
15 Main Street
Succasunna, NJ 07876
201-584-8141
Marriott: Fri/Tues
Jack W. Holland, president
John A. Holland, vice president

Inline Plastics Corp.
40 Seemans Lane
Milford, CT 06460
203-878-8537
Hyatt: Fri/Mon
Rudolph Orkisz
Don Oswall

Inopak, Div. Essex Chem. Corp.
479 Rt. 17N & Constantine Dr.
Mahwah, NJ 07430
201-529-2541
Hilton: Thurs/Mon
Thomas Jefferys
Elizabeth Thompson

International Paper Corporation
85 W. Algonquin Road
Arlington Heights, IL 60005
312-228-8881
Westin: Sat/Tues
Dana Mead, senior vice president
Jeff Kass, marketing manager

International Paper Company
1290 Sixth Avenue
New York, NY 10104
212-459-4343
Westin: Sun/Tues
Robin Bernstein
See our ad page 82

Intertape Systems Inc.
2185 Lemoine Avenue #8K
Fort Lee, NJ 07024
201-592-0332
Hilton: Fri/Tues
Mel Yull
Kenneth Rogers

Ipac, Inc.
150 N. Santa Anita Avenue
Arcadia, CA 91006
818-445-2858
Hilton: Fri/Tues
William C. Anderson
Michael F. de la Cuesta

IVEX Corporation
2200 Post Oak Blvd.
Houston, TX 77056
713-961-4062
Hyatt: Sat/Tues
Lee F. McGuiness
See our ad page 43

James River-KVP Group
100 Island Avenue
Parchment, MI 49004
616-384-6251
Hyatt: Fri/Tues
Donald Vezina, director of marketing
Randy Van Antwerp, marketing manager
See our ad page 33

James River Corp.-Groveton Div.
356B Sewall Street
Ludlow, MA 01056
413-589-7592
Hilton: Fri/Tues
Steve Parker

James River-Merchant Paper Sales
145 James Way
Southampton, PA 18966
215-364-3900
Hyatt: Fri/Tues
Robert Williams

Jet Plastica Industries, Inc.
1100 Schwab Road
Hatfield, PA 19440
1-800-JET-WARE
Westin: Fri/Tues
Al Tapper
Charles Tapper

Jiffy Packaging
12 Tozer Road
Beverly, MA 01915
617-921-0200
Hyatt: Fri/Tues
James Davidson
John Boyne

Kaiser Packaging Company
460 Totten Pond Road
Waltham, MA 02154
617-890-8150
Marriott: Fri/Mon
P.E. Cullen
J.C. Derr

Kieffer Paper Mills Inc.
1220 West Spring Street
Brownstown, IN 47220
812-358-4150
Hilton: Sat/Mon
Robert E. Tulledge, vice president sales/converting
David Vannatta, converting manager

Kimberly-Clark—Brown Bridge
1400 Holcomb Bridge Road
Roswell, GA 30076
404-587-7017
Hilton: Fri/Wed
T.E. Needham, president
See our ad page 59

Kole Industries
3553 NW 50th Street
Miami, FL 33102-0152
305-633-2556
Marriott: Fri/Mon
Jon Marks
Don Sprague

Kramer & Cramer Papers Inc.
570 Lake Cook Rd., Ste. 405
Deerfield, IL 60015
312-940-8777
Hilton: Fri/Tues
Dick Salata
Alan Cramer

L&CP Corporation
156 Oak Street
Newton, MA 02164
617-527-4980
Marriott: Fri/Fri
Jack Carr, executive vice president
Pat Farrell, vice president marketing/sales
See our ad page 92

Labelblank Corp.
7320 Duvan Drive
Tinley Park, IL 60477
312-532-4500
Hilton: Sat/Mon
Michael J. Vrbancic
Steven J. Beck
See our ad page 125

Leader Cards, Inc.
P.O. Box 4607
Milwaukee, WI 53204
414-645-5760
Hyatt: Sat/Tues
Mark Wilkie
Larry Arbo

Linpac Flexible Packaging Inc.
5725 Commerce Blvd.
Morristown, TN 37814
615-586-8917
Hyatt: Thurs/Tues
R. Bateman

Linweave Fine Papers
10 Linweave Drive
Holyoke, MA 01040
413-536-6410
Hilton: Fri/Mon
Joe Dyer
Larry Gavens

Longview Fibre Company
20 Cooper Lane
Waltham, MA 02254
617-894-0040
Hyatt: Fri/Tues
Charles Z. Curley

Lyons Falls Pulp & Paper Co.
201 Rte. 17
Rutherford, NJ 07070
201-933-3838
Westin: Sun/Wed
Fred Szmit, president
Charles Merlini, Eastern sales manager

3M Company—TAD Group
3M Center-220-3E-05
St. Paul, MN 55144
612-733-3335
Westin: Fri/Mon
T.H. Richards
See our ad page 41

Mactac (Morgan Adhesives Co.)
4560 Darrow Road
Stow, OH 44244
216-688-1111
Hyatt: Fri/Tues
Blake Cooper, COB
Robert Minarik, president/CEO

Marcal Paper Mills, Inc.
One Market Street
Elmwood Park, NJ 07407
201-796-4000
Marriott: Sat/Tues
Randy Bergman
Jerry Melnyk
See our ad page 85

Maryland Plastics, Inc.
251 East Central Avenue
Federalsburg, MD 21632
301-754-5566
Hyatt: Fri/Mon
Walter Scanlan
Allen Penrod

Mead Paper Corporation
4360 Chamblee-Dunwoody Road
Atlanta, GA 30341
404-455-0281
Ritz Carlton: Sat/Tues
Daniel J. Stiers
See our ad page 4

Mayan Converting Inc.
6885 Silsbee
Houston, TX 77033
713-643-8088
Hilton: Sat/Mon
John Nistor, Gen. Mgr.
Mike Burke

Midtec Sales Corporation
2700 River Road
Des Plaines, IL 60018
312-298-2600
Hilton: Sun/Tues
Joseph B. Simone

Millhiser, Inc.
1125 Commerce Road
Richmond, VA 23224
804-233-9886
Hilton: Sat/Tues
James N. Bledsoe
Stuart L. Harris

Mobil Chemical Company
Plastic Packaging Division
1159 Pittsford-Victor Road
Pittsford, NY 14534
716-248-1350
Marriott & Hilton: Fri/Tues
Gary Wattie, market development manager
Dave Thomas, national marketing manager
See our ads pages 9–12

Mohawk Paper Mills, Inc.
P.O. Box 497
Cohoes, NY 12047
518-237-1740
Marriott: Sat/Tues
S.O. Petrequin
Page Best

Monadnock Paper Mills
Antrim Road
Bennington, NH 03442
603-588-3311
Westin: Sat/Tues
Robert C. Larson, vice president, sales
Richard F. Reed, sales manager, graphic arts

D.F. Munroe Company
One Second Street
Peabody, MA 01960
617-595-4006
Westin: Sun/Tues
Robert West
Dave Manning

Nashua Corporation
44 Franklin Street
Nashua, NH 03061
603-886-4063
Hilton: Sat/Tues
J. Michael Barry
Robert Ambrose
See our ad page 63

National Poly Products Company
3218 61 Avenue North
Minneapolis, MN 55429
612-560-8370
Westin: Thurs/Mon
Neil A. Smeaton
Germaine Nowacki

Nationwide Papers Inc.
One Champion Plaza
Stamford, CT 06921
203-358-7967
Ritz Carlton: Sat/Tues
Henry Gest
Frank D. Rogers

Nekoosa Papers Inc.
100 Wisconsin River Drive
Port Edwards, WI 54469
715-887-5513
Westin: Sun/Wed
Jeffrey J. Martin
S. Blake Lindsey
See our ads pages 111–112

Newton Falls Paper Mills
P.O. Box 253
Newton Falls, NY 13666
1-800-962-8993
Marriott: Fri/Tues
William D. Pike, vice president sales
Leif Smedman, president

New York/National Envelope
29-10 Hunters Point Avenue
Long Island City, NY 11101
718-786-3000
Marriott: Sat/Tues
S.W. Carpenter
See our ad page 107

Niagara Envelope Company
701 Seneca Street
Buffalo, NY 14210
716-854-8251
Westin: Fri/Tues
Ted Pierce, president
Lee LaPrise, executive vice president marketing
See our ad page 25

Nyman Manufacturing Company
275 Ferris Avenue
East Providence, RI 02916
401-438-3410
Marriott: Fri/Mon
Jack Foley
Joseph McCormack

Old Colony Envelope Company
94 North Elm Street
Westfield, MA 01086
413-568-2431
Ritz Carlton: Sat/Tues
John MacDonnell
See our ad page 61

Omega Plastics Inc.
P.O. Box 744
Lyndhurst, NJ 07071
800-631-7107
Westin: Fri/Mon
Nick Mitchell
Sid Schwartz

Packaging Products Inc.
3201 Randolph Street
Bellwood, IL 60104
312-547-6565
Hyatt: Fri/Tues
Phil Schencker, president
Morty Warshavsky, executive vice president

Paper Complaints Inc.
PO Box 679
Valley Forge, PA 19482
215-933-9311
Hilton: Sun/Tues
William Lampe, President
William Subers

Paper Corporation of America
P.O. Box 958
Valley Forge, PA 19482
215-296-4470
Ritz Carlton: Sun/Wed
Richard C. Gozon
See our ad page 97

Papierfabrik Scheufelen
West Germany
Hilton: Fri/Tues
Ulrich Scheufelen, president
Otto Klaus, vice president sales

Paper Manufacturers Company
9800 Bustleton Avenue
Philadelphia, PA 19115
513-772-5057
Westin: Sat/Tues
Bill Fecht

Paper Sales Magazine
747 Third Avenue
New York, NY 10017
212-418-4146
Hyatt: Fri/Tues
Richard Perkins, publishing director
Charles Harmon, publisher

Paper Sources International
301 Veterans Blvd.
Rutherford, NJ 07070
201-896-1600
Hyatt: Sat/Tues
Leonard B. Schlosser, chairman
Beryl C. Bridges, president

Penntech Papers Inc.
3 Barker Avenue
White Plains, NY 10601
914-997-1600
Hyatt: Fri/Tues
V.J. Paladino
J.R. Panicola
See our ad page 105

Pentair Inc.
P.O. Box 66
West Carrollton, OH 45449
513-865-6033
Hyatt: Sat/Tues
J.F. Grove

Perez Trading Company
3490 NW 125th Street
Miami, FL 33167
305-769-0761
Hilton: Sun/Tues
John Perez
John David Perez

Pioneer Gift Wrap
2939 Vail Avenue
Los Angeles, CA 90040
213-726-2473
Marriott: Wed/Mon
W.R. Lake, III

Polar Plastics Manufacturing
4210 Thimens Blvd.
St. Laurent, Quebec H4R 2B9
514-331-0207
Hilton: Fri/Mon
Bill Clark

Gerry Kennedy
See our ad page 55

Polyvinyl Films, Inc.
Depot Street
Wilkinsonville, MA 01590
617-865-3558
Marriott: Fri/Mon
Tom Connor
Jim Story

Potlatch Corporation
35 Mason Street
Greenwich, CT 06830
203-622-1297
Hyatt: Sat/Tues
John D. Morrison
William J. Powell

Prairie Packaging Inc.
7207 South Mason Avenue
Bedford Park, IL 60638
312-496-2900
Hilton: Fri/Mon
Earl W. Shapiro

Primepak
133 Cedar Lane
Teaneck, NJ 07666
201-836-5060
Hilton: Fri/Mon
J. Verrier
A. Bellizzi

Regal Poly-Pak
125 Spagnoli Road
Melville, NY 11747
516-293-6767
Hyatt: Fri/Mon
Steve Bearman
Mark Romaneck

Reynolds Metals Company
6603 W. Broad Street
Richmond, VA 23261
804-281-3319
Hilton: Sat/Mon
James Bailey
James A. Behne

Ris Paper Company
1225 Franklin Avenue, Ste. 280
Garden City, NY 11530
516-742-2424
Marriott: Sat/Tues
Benjamin W. Krieger
Thomas Walden, III

Rising Paper Company
Park Street
Housatonic, MA 02136
413-274-3345
Hilton: Sat/Tues
R.W. Fraser
Robert E. O'Connor
See our ad page 99

Rixie Paper Products
P.O. Box 155
Stowe, PA 19464
215-323-9220
Hyatt: Fri/Sun
Dale Cook
Gregory Krasnick
See our ads pages 94–95

Robbie Manufacturing Company
10810 Mid America Avenue
Lenexa, KS 66129
913-492-3400
Westin: Fri/Tues
Larry R. Kittsmiller
Irv Robinson

Sabert Corporation
633 Dowd Avenue
Elizabeth, NJ 07201
201-354-0440
Hyatt: Fri/Sun
Albert Salama

S.B. Schmidt Paper
1020 East 146th Street
Burnsville, MN 55337
612-431-6336
Hilton: Sat/Tues
Stan Schmidt, president
Dan Colvin

Scott Paper Company
One Scott Plaza
Philadelphia, PA 19113
215-522-6718
Westin: Fri/Tues
C.A. Wilson, vice president sales
See our ads pages 148–149

Sealed Air Corporation
Old Sherman Turnpike
Danbury, CT 06810
203-792-2360
Marriott: Sat/Mon
Robert Pesci

Sentinel Foam Products
130 North Street
Hyannis, MA 02601
617-775-5220
Hyatt: Fri/Mon
Richard Giberti

Shade Information Services
P.O. Box 19730
Green Bay, WI 54307-9730
414-432-6700
Westin: Sat/Sun
Kevin L. Rudd

Shamrock Gravure Products Inc.
P.O. Box 16247
Greensboro, NC 27416
919-275-6388
Hilton: Fri/Mon
Charles Fetter
Bryan Williams

Simon Miller Sales Company
1218 Chestnut Street, Ste. 802
Philadelphia, PA 19107
215-923-3600
Westin: Sat/Tues
Henri C. Levit
Joseph Levit

Smith-Lee Company
537 Fitch Street
Oneida, NY 13421
315-363-2500
Hilton: Sat/Tues
Thomas Hennessy

Solo Cup Company
1505 East Main Street
Urbana, IL 61801
217-384-1800
Westin: Fri/Mon
John Beckwith
See our ad page 69

The Sorg Paper Company
901 Manchester Avenue
Middletown, OH 45042
513-422-3661
Hilton: Sat/Tues
Andrew F. Dolan
William H. Schwenk

Special Papers Inc.
P.O. Box 643
Wilton, CT 06897
203-834-2534
Hyatt: Sun/Wed
Jeffrey J. Morgan

Star Forms, Inc.
P.O. Box 8801
Moline, IL 61265
309-797-1389
Hilton: Fri/Tues
Craig Kessler
Bill Mateski
See our ad page 103

Sterling Paper Company
2155 East Castor Avenue
Philadelphia, PA 19134
215-744-5350
Marriott: Fri/Mon
Martin E. Stein

Stevens & Thompson Paper Company
P.O. Box 206
Greenwich, NY 12834
518-692-2211
Marriott: Fri/Tues
Maureen Durie
Carol Lyon

Stone Container Corporation
Arnold Drive
Huntington, NY 11743
516-271-8100
Marriott: Fri/Tues
Jack Cassells
John Riconosciuto
See our ad page 89

Strathmore Paper Company
South Broad Street
Westfield, MA 01085
413-568-9111
Ritz Carlton: Sat/Tues
John Gallup
Dave Rousse

Sweet Paper Sales
615 Stonehill Drive SW
Atlanta, GA 30336
404-344-8540
Westin: Sat/Tues
Michael Scheck
Iggy Mendez

TA Industries Inc.
13260 Moore Street
Cerritos, CA 90701
213-926-1099
Hyatt: Fri/Tues
Kenneth J. Scott, vice president marketing/sales
Frank Woodward, national sales manager

Tagsons Papers Inc.
P.O. Box 1999
Albany, NY 12201-1999
518-462-0200
Marriott: Fri/Tues
Nicholas T. Galante, III
Letty Kiesnowski
See our ad page 62

Tape, Inc.
P.O. Box 11067
Green Bay, WI 54307
414-499-0601
Marriott: Fri/Tues
R.W. DeSpirito
J.J. Fagan

Union Camp Corporation
1600 Valley Road
Wayne, NJ 07470
201-628-2505
Ritz Carlton: Sat/Tues
R.M. Laird

The United Group
P.O. Box 8260
Monroe, LA 71211
318-387-9676
Hilton: Sat/Tues
Susan G. Vinson

United Paper Inc.
P.O. Box 399
Sturgis, MI 49091
616-651-2337
Hilton: Fri/Mon
Terry Mildenberg
Charlie Schmidt
See our ad page 56

U.S. Packaging Company
P.O. Box 2566
High Point, NC 27261
919-889-9444
Hilton: Fri/Tues
Gary Smith
Mark Speckman

Walden Mott Corporation
475 Kinderkamack Road
Oradell, NJ 07649
201-261-2630
Westin: Fri/Mon
Alfred Walden
Sylvia Peremes

S.D. Warren Company
225 Franklin Street
Boston, MA 02101
617-423-7300
Hilton: Sun/Wed
J.H. Frick
R. Sandreuter

Wausau Coated Sales, Inc.
11035 Lakeshore Drive West
Carmel, IN 46032
317-846-7843
Hyatt: Fri/Mon
John L. McCormick
Mark B. Crooks

Webster Industries
58 Pulaski Street
Peabody, MA 01960
617-532-2000
Marriott: Sat/Tues
Joe Madden, product manager
Jan Thistlewaite, marketing associate

Webster Packaging Inc.
58 Pulaski Street
Peabody, MA 01960
800-343-2012
Hyatt: Fri/Mon
Arnold Shainker
Peggy Johnston

Western Paper Products, Inc.
4890 Spring Grove Avenue
Cincinnati, OH 45232
513-542-4700
Hilton: Sat/Tues
Avery Sage
Robert Albert

Byron Weston Company
800 Main Street
Dalton, MA 01226
413-684-2600
Westin: Sat/Tues

J.R. Briggs, regional sales manager
J.E. Alexander, regional sales manager

Weyerhaeuser
P.O. Box 829
Valley Forge, PA 19481
215-251-9220
Ritz Carlton: Sat/Wed
John Begley
Jack Mulhall

White & Hodge Company, Inc.
P.O. Box 89100
Atlanta, GA 30312
404-577-7935
Hilton: Fri/Mon
Kinney Brooks
Rick Shirley

Wilder Industries
225 W. Erie Avenue
Philadelphia, PA 19140
215-634-6500
Westin: Sat/Tues
Joseph H. Merback

Wilkinson Manufacturing Company
12th & Madison
Ft. Calhoun, NE 68023
402-468-5511
Marriott: Thurs/Mon
Phil Castelnovo
Dan Klabunde

Williamhouse Sales Corporation
28 West 23rd Street
New York, NY 10010
212-691-2000
Marriott: Fri/Tues
James Coromilas
Edward Norton
See our ad page 34

Wisconsin Converting Inc.
520 Elizabeth St.
Green Bay, WI 54302
414-437-6400
Hilton: Sat/Mon
Carlos Conde Boytel, Pres.

Wisconsin Tissue Mills, Inc.
P.O. Box 489
Menasha, WI 54953
414-725-7031
Hilton: Fri/Mon
George Mueller

LAST MINUTE ADDITIONS

Boise Casade, Missisquoi Div.
211 E. Ocean Blvd.
Long Beach, CA 90802
213-436-3996
Hilton: Sat/Tues
John Hussey, Nat. Sls. Mgr.

Brown Paper Goods Co.
804 E. Church Street
Libertyville, IL 60048
800-323-9099
Hilton: Sat/Mon
Peter Luthy, V.P. Sales
Allen Mons
Tim Olander

Cartiere Fedrigoni & C.S.T.A.
Paper Corp. of U.S.
100 Fifth Avenue
New York, NY 10011
212-645-5900
Hilton: Fri/Tues
Joann M. McCormick

Devon Tape Corp.
PO Box 231
North Bergen, NJ 07047
201-866-2777
Hilton: Sat/Tues
Fred Gray
Ed Chase
Mark Kirk

Diamond Plastics Ltd.
296 Orenda Rd. West
Brampton, Ontario L6T 4X6
Canada
416-452-1457
Hilton: Sat/Tues
Steve Patyk, V.P. Sales
Liz Duncan, Sales

Druth Packaging Corp.
170 Nassau Terminal Road
New Hyde Park, NY 10040
516-358-7500
Hilton: Sat/Mon
Harold Simons
M. O'Donnell

Gilman Paper Co.
One Blue Hill Plaza
Pearl River, NY 10965
914-735-2320
Hilton: Sat/Tues
R. Haggerty

P.H. Glatfelter Co.
228 South Main Street
Spring Grove, PA 17362
717-225-4711
Hilton: Sun/Tues
Edward Gillis, Sales Mgr.
Robert Boyer

Peacock Products Co.
PO Box 187
Bergenfield, NJ 07621
201-385-5585
Hilton: Sat/Mon
Alan Miller, Vice Pres.
Eric Langslet, Vice Pres.
Ernie Ness

Sentinel Bag & Paper Co.
219 36th Street
Brooklyn, NY 11232
718-788-2211
Hilton: Sat/Sun
Peger Nagler, President

Thompson Industries
4640 Lewis Road
Stone Mountain, GA 30083
404-939-5353
Hilton: Sat/Mon
Mike Hastings, Nat. Sls. Mgr.
Mark Quale

Trebor Pulp & Paper Co.
PO Box 2153
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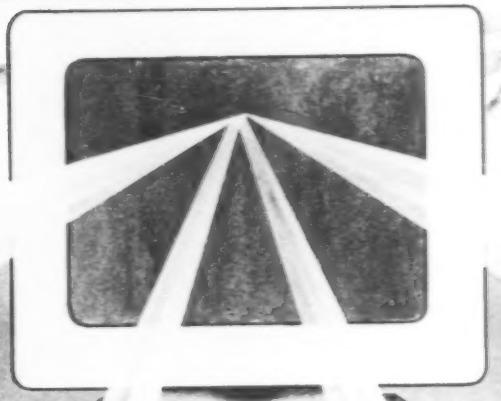

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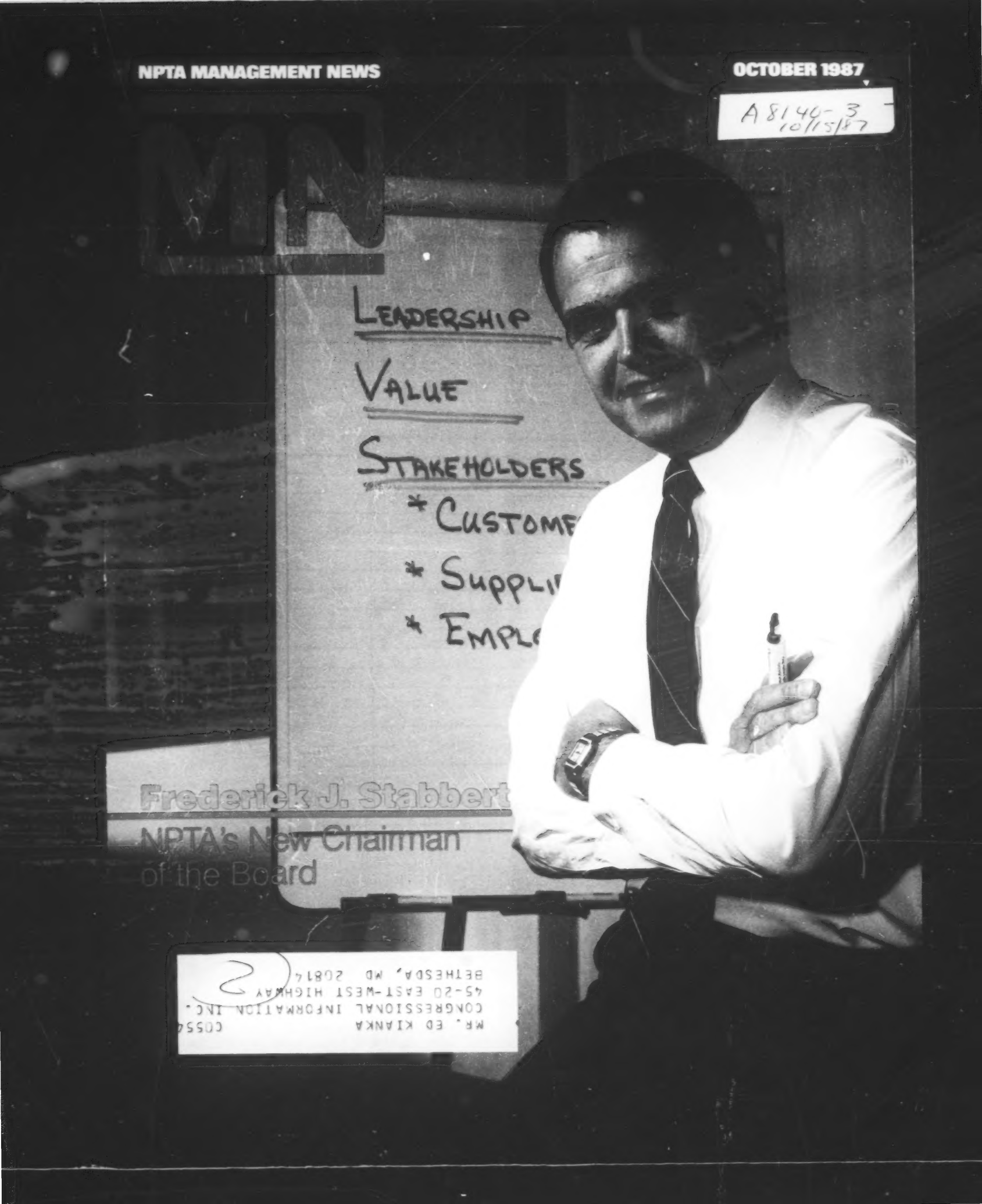

Frederick J. Stabbert

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VOL. XXVIII/NO.10

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Cover Photo: Larry Witkowski

FEEDBACK

Open Forum

The opinions, ideas, and concerns of the readers are important to the National Paper Trade Association—The Publisher of Management News. To get your thoughts in print, direct your correspondence to the editor.

Applauds Employee Recognition Series

My compliments on your cover story "American Dream: Still Providing Workers With Inspiration." This is the second year that you have featured write-ups about outstanding employees and I am most happy to see the tradition continue.

Richard W. Abrams, president
West Coast Paper Company
Seattle, WA

Editor's Note: We have received many letters of praise for our honoring industry people. Those interested in having someone considered for inclusion in MN *should contact the editor.*

MN Covers Attract Attention

I have just received the August issue of the *NPTA Management News*, and felt that I should write and congratulate you on an excellent publication.

In particular, I would like to compliment your art director for his covers. Whenever your publication comes into my office, I am always impressed by the thought and imagination that has gone into the covers, which makes me want to stop whatever I'm doing and look into what NPTA is up to.

Further, I must tell you that the contents and lay-out of *Management News* are both excellent, and always interesting reading.

Keep up the good work.

Stanley G. Wild, president
Canadian Electrical Distributors Association
Don Mills, Ontario, Canada

Coming in the November *MN*

Special focus issue: Technological impacts on paper distribution

- Telemarketing by computer
- Electronic data interchange
- Routing trucks by computer
- Portable computers used in selling paper products
- Technology report on industry trends
- Computer conference exhibitors
- Truck leasing alternatives

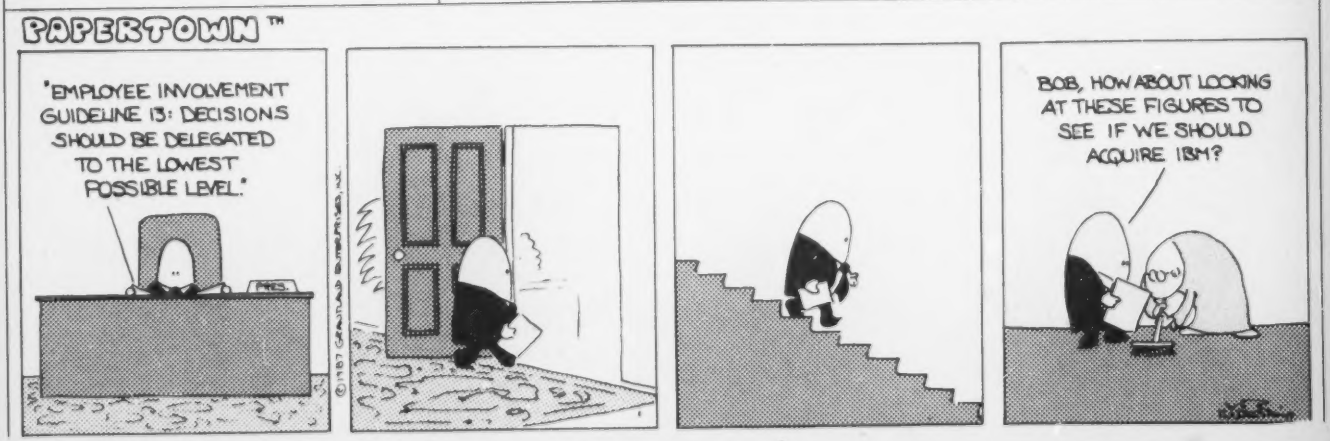
Thanks to a Great Industry

I'd like to take a moment to thank all of you for your best wishes and support during my recent heart attack and subsequent by-pass surgery and recovery. I wasn't sure I would make it, but so many of you poured out your love and prayers that I knew I'd be all right.

I'm back in full swing now. I want all of you to know that during my time of trial I came to a realization I want to share with you. And that is that the paper distribution industry is a great business, filled with loving and caring people. When you need them the most, whether supplier, competitor, or distant acquaintance, they come through.

So, allow me to thank all of my industry friends. I will never forget you. I am honored to be part of this great business and to call myself a paper merchant.

Herbert Ginsberg, president
Grayco Products Corp.
Westbury, NY



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H.T. Berry Co. Building Addition to Warehouse

Ground was broken at the end of July for a new 30,000 square foot addition to H.T. Berry Company's office and warehouse complex in Canton, MA. When completed, the company will have over 60,000 square feet of space. Henry T. Berry, company president, used a silver shovel for the ground breaking ceremony, which was followed by a buffet on the front lawn. The company is not worried about future expansion needs—it owns over five acres of land at its present site.

Neenah Converts House to Educational Facility

Conveniently located adjacent to Neenah Paper's Whiting Mill in central Wisconsin, a six bedroom house has been purchased by Neenah and converted into an educational facility for the company's merchants and key sales people. The building is also used as a base for conducting tours of the Whiting Mill.

The former home is located in a pine grove overlooking the Plover River, and provides a casual, northwoods ambiance which helps contribute to the free flow of ideas and information.

Bruce Gilbert, Neenah Paper's national sales manager said, "We're finding that this facility lends itself to establishing better communication with our customers. We are away from the office and have an opportunity to discuss with our merchants our mutual goals in an informal, yet very constructive manner."

National Paper & Pkg. Promotes Five Execs

National Paper & Packaging Company was founded in 1914 by Harry Epstein, and it has remained a family-run business ever since. The recent announcement by Morton G. Epstein, president and CEO, of the promotions of five of the company's executives emphasized the fact that four of the men are grandsons of the founder: Brent R. Grover, Jeffrey D. Epstein, Jeffrey H. Grover and Jonathan A. Epstein. Also promoted was Arthur J. Horner, who joined the company in 1977.

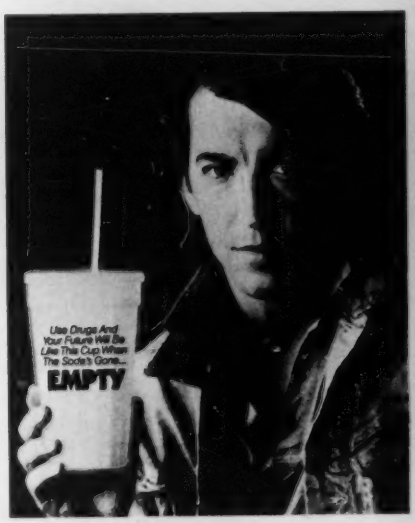
Paper Distribution Industry
Best Sellers

Rank	Publication	Last Mo.
1	New Strategies for Growth: Paper Distribution Plans for The Future. *NPTA.* $45.	1
2	Collecting By Telephone. *Dun & Bradstreet.* $49.99	4
3	Paper Merchant's Guide to Profitable Management. *NPTA.* $49.	5
4	What Really Helps (or Hurts) Your Company's Bottom Line. *NAW.* $50.	2
5	Higher Profits from Day One. *Arthur Andersen.* $250.	3
6	System Selling: A Marketing Guide for Wholesaler Distributors. *Hannaford.* $25.	7
7	A Problem Solved. Envelope Stuffer. *NPTA.* 10¢ each.	—
8	Wholesaler Inventory Control. *VanDeMark.* $25.	6
9	Strategic Planning: A Fitness Program for Wholesalers. *Arthur Andersen.* $35.	8
10	Harvest the Fruits of Paper Selection. *NPTA.* 50¢ each.	—

All publications are available from NPTA

Acme Paper & Supply Helps Fight Drug Abuse

Acme Paper & Supply Co., Inc. and JF Theatres have joined in a campaign to help fight drug abuse among youth in Maryland. Scheduled to run for 90 days, each of the 40 JF Theatres will screen a 30-second public service announcement featuring an actor urging young movie-goers not to get into drugs. He is shown holding a "glow in the dark" cup which bears the message "Use drugs and your future will be like this cup when the soda's gone...empty." The cups will be used in all the theaters for soda and popcorn sales, and are supplemented by special posters in the theaters' lobbies which provide telephone numbers to call for help or more information. It is expected that the announcements and cups will reach almost one million movie-goers during the 90 days the campaign will be in action.



IP Publishes Supplement to Annual Report

Dana G. Mead, senior vice president - White Papers Business, has written a supplement to International Paper's 1986 annual report. The document, titled "Leadership in White Papers Markets," covers the Hammermill acquisition, the company's move to Memphis, TN, improved customer service programs and new product development. The

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introduction of new products into specialty markets is also highlighted.

Mr. Mead points out that "The International Paper-Hammermill combination creates the largest and most diverse white papers organization in the world," and predicts extensive opportunities for growth and profitability in the years ahead. To receive a copy of the report, write to International Paper Company, Marketing Communications Department, Two Manhattanville Road, Room 4-062, Purchase, NY 10577.

Georgia-Pacific Wins Environmental Award

For the fifth time Georgia-Pacific has won a national Environmental and Energy Achievement Award for solid waste management in a competition sponsored by the American Paper Institute and the National Forest Products Association (API/NFPA). The award was in recognition of the company's development of a wastewater pretreatment process and wet sludge treatment system at its Asheboro, NC, corrugated container plant. The project was in development for five years and was implemented in 1986. It was the sixth consecutive year that Georgia-Pacific had won an API/NFPA award, five of which have been in the environmental category.

Gilbert Paper Reaches Centennial

Gilbert Paper, named for its founder William M. Gilbert, celebrated its 100th year in business on April 27th. The Gilbert family had been paper merchants since 1874, soon after the Great Chicago Fire, but William Gilbert wanted to become a manufacturer. Right from the start, the company has emphasized the production of high grade cotton content papers, pioneering the use of cotton plus sulphite bond paper. In the early 1900s the company dedicated itself exclusively to the production of correspondence and business forms papers and is one of the leaders in the production of private watermarks. Gilbert, which became part of the Mead Corporation, is using the slogan, "The Best is Yet to Come," to represent its centennial.

Century Papers Posts Record Sales and Earnings

Record first quarter sales of $32.1 million led to record first quarter earnings of $425,000 for Century Papers, Inc., Houston, TX. The company had disposed of its retail operations last year and had enacted cost control measures which, along with improved sales and product mix, were credited with helping to improve the company's performance.

Century Paper, which distributes paper and allied sanitary maintenance products from 17 distribution centers in seven states, also announced that it had obtained a new $4 million short-term line of credit, up from the $2 million it previously had.

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Hammermill Acquires Ochs Paper Company

Ochs Paper Company, Indianapolis, IN, a distributor of industrial paper, food service disposable products and business papers, has been purchased by Hammermill Papers. Ochs will become part of CDA Distributors, a Hammermill Division engaged in the distribution of similar products. The acquisition will bring the number of distribution centers in the division to 24 locations, with sales of about $210 million.

People in the News

Genie Prell has joined Paterson Card & Paper Company, Paterson, NJ, as executive director of marketing. Ms. Prell is part of a third generation of Prells who have worked at Paterson Card, which was founded by her grandfather, Herman Prell, in 1914.

Keith LeBlanc has been named vice

Shown are some of the participants in WWF Paper Corporation's Top Management Conference held at Bryn Mawr, PA. The theme of the meeting was "A New Season," concentrating on the company's new strategic plan for the future. Two 40-year employees—Donald Palmer and Gloria Gregg—were honored with a special dinner, plaques and several gifts.

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BUT ONLY DISTRIBUTORS CAN SELL A MARVEL

president of marketing for both the Fine Paper and Industrial Paper Divisions of Turnquist Paper Company, Minneapolis, MN. Stu Erck has been appointed sales manager of Turnquist's Industrial Paper Division.

Sol O'Mell, who was associated with Mayer Myers Paper Company, Memphis, TN for over 52 years, died in July a few weeks after his 80th birthday.

Elsa Lugo has been promoted from account administrator to supervisor, sales service for Paper Enterprises, Inc. The following have also joined the company: John Mangano, manager, national accounts; Nerva Jean-Pierre, account executive; Angelo Correa, account administrator; and Lyle Green, data processing.

Bruce Scher has been named vice president-sales & marketing by G.W.M. Industries, Inc., New York, NY. He will be responsible for corporate sales, sales training, customer service and development of marketing programs.

William E. Kelley and William E. Collins have been named senior vice presidents of Carter Rice. Mr. Kelley is president of Carter Rice's New England Division which has nine locations throughout New England. Mr. Collins is president of the Stanford Paper Company Division of Carter Rice.

Elaine Tuber and Karen Lundin have joined Leslie Paper's Chicago office. Both had worked previously for Whitaker Carpenter. Mark Klunder has been promoted to marketing manager of Leslie Paper's Kansas office, while Steven Tyler is a new member of Leslie's Des Moines sales force. At Leslie headquarters in Minneapolis, Ruth Shaltis has been elected corporate secretary, replacing Al Betchwars who retired after 43 years with the company.

Michael J. McCaffrey has been named general manager of consumer sales for The Fonda Group, Inc., Union, NJ. He will be responsible for the total U.S. and export consumer sales of Fonda's branded and private label cups, plates and related paper products. He was previously Northeast regional sales manager with Keyes Fibre. William R. Zak has been named district sales manager for Fonda's Florida district. He had been a territory manager with Lily-Tulip, Inc. for 10 years.

Eliot Axelband who worked for Art Moses Associates, Melville, NY, died in August. He was 38 years old.

Jim Bentheimer, vice president—finance and administration of the Great Northern Nekoosa Corporation, is shown presenting a National Merit Scholarship, sponsored by GNN, to Robert Wilkinson, a graduate of Denver's South High School. His mother, Linnea Wilkinson, an administrative assistant for Butler Paper, and Bob Kunde, vice president—western region, for Butler, also attended the presentation. Butler Paper is one of GNN's operating divisions.

S. Walter E-x-p-a-n-d-i-n-g

S. Walter Packaging Corp., Philadelphia, has announced major expansions of both its operations and facilities. A new division—the Advertising Specialties Division—was recently started in York, PA, under the leadership of Bonnie Helm. The new division, with a starting sales force of three, will operate as a separate entity specializing in retail packaging and advertising specialties. The Philadelphia sales force has been increased by five, bringing the number of sales personnel to 24.

The company's facility in Northeast Philadelphia Industrial Park is undergoing a major expansion. The office area is being doubled and 23,000 additional square feet of warehouse space is being added. By mid-October, S. Walter, founded in 1904, will have over 100,000 square feet of office and warehouse facilities.

James River Plans New Capital Projects

Reporting to shareholders at its Annual Meeting, the management of James River Corporation reported on the investments in new capital projects which the company will be making. Totaling $722 million, the projects include a new towel and tissue paper machine in the Wauna, OR, mill as well as major investments in the former Crown Zellerbach mills in the northwest.

Stockholders were also informed of the company's plan to purchase a 50% interest in Kaysersberg S.A. in France. Because of the short-term costs of some of the company's investments for the future, net income for the first fiscal quarter was expected to be about the same as the first quarter of last year, but there was optimism for the results that were expected for the year as a whole.

Jim Walter Corp. to Merge

Jim Walter Corporation, Tampa, FL, and Hillsborough Holdings Corporation have signed a merger agreement which provides for the acquisition of Jim Walter at a price of $60 per share in cash. Hillsborough Holdings is a newly formed

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The Strathmore Commander's Cup goes each year to the merchant having the largest percentage increase in sales of Strathmore Papers in the New England market. The C. H. Robinson Paper Company, Portland, ME, and Woburn, MA, has won the award three out of four years and has gained permanent possession of the cup. Shown here (l to r) are Richard Casey, Thomas McQuillan and John Robinson of C. H. Robinson Paper Company receiving the award from George Merrill and Ray Naton of Strathmore Paper Company.

corporation started by a group of investors led by Kohlberg Kravis Roberts & Co. KKR has secured commitments from two major banks to provide $1 billion of the necessary financing and to form a syndicate of banks to provide an additional $1 billion. Gene M. Woodfin, a member of Jim Walter's board of directors, stated that "the board is extremely pleased with the transaction, as it represents excellent value for our shareholders." The merger is subject to the customary conditions, including the prior approval of Jim Walter's stockholders if required under applicable law.

Five Regional Paper Firms Form Association

Five non-competing, privately-held paper firms have joined together to form The Independent Merchants Association. Together, the five companies have 3,600 employees, including 775 sales representatives, 69 distribution locations and several converting plants and retail stores. The companies—Alling & Cory, Rochester, NY; Dillard Paper Company, Greensboro, NC; Dixon Paper Company, Denver, CO; Kirk Paper Company, Los Angeles; and Leslie Paper, Minneapolis, MN—have combined sales of $1.4 billion.

According to Jim Leslie of Leslie Paper, "Entrepreneurial spirit and a commitment to independence is the focus of our association. We're convinced independent paper merchants offer greater value to suppliers, customers, employees and shareholders."

News Briefs

KIRK PAPER COMPANY, a distributor of coated and uncoated paper for 40 years, has opened a new warehouse in Phoenix, AZ. The company also has offices and warehouses in Los Angeles, San Francisco and San Diego.

JAMES RIVER CORPORATION has announced that it will acquire a 50% interest in Kaysersberg, S.A., the leading French producer of sanitary paper. James River may also obtain an additional 17% of Kaysersberg in the future. Kaysersberg has eight modern manufacturing plants which produce specialty packaging, plastic construction materials and food service products in addition to sanitary paper products.

Profile

Geoffry Clark: Planning the Future at Dillard Paper

Dillard Paper Company is a family-owned company—the largest independent paper distributor in the Southeast. Founded 61 years ago by Stark Dillard and run by his nephew John Dillard since 1966, the company was faced with a potential crisis last November when John Dillard suddenly stepped down for health reasons.

G. Henry Jobe, Jr., a company vice president and director became president in May, but the search continued for a new chairman and chief executive officer. That search has now ended with the selection of Geoffry Clark, who was a vice president and general manager of the company's Norfolk, VA, branch.

Clark, only 37 years old, has been with Dillard Paper since 1974, when he became its first management trainee. As the first person to head the company who is not a member of the Dillard family, he is expected to continue the traditional conservative, close-knit type of operation it has always been. Clark makes it clear that Dillard is not a candidate for acquisition. Instead, the hope is to expand Dillard Paper with some acquisitions of its own. Nor does he expect that Dillard will go public. The company is presently owned by members of the founding family and employees who take part in a stock ownership plan.

There will be changes, however, in the way the company is operated. One of the biggest changes will be a willingness to turn to outside sources of money to finance expansion, rather than relying solely on the company's own cash reserves. More computers will be added and middle management, mostly at field offices, will be expanded. Marketing programs will be increased and videotaped training programs will be used to instill the company's way of doing business in its employees.

What Clark won't change is the decentralized form of management and the high level of employee autonomy, freedom and flexibility of action that he believes gives Dillard an advantage over larger competitors.

Printing Paper

Image World Starts Second Year of Publication

The College of Graphic Arts & Photography of the Rochester Institute of Technology is moving into its second year of publishing *Image World*. *Image World* is designed to promote careers in graphic communications, and is distributed directly to high schools and community colleges across the country.

A new feature, called "Colloquium", is being added starting with the September/October issue. Students and industry professionals will be asked to share their thoughts on a different question each issue.

Other articles will focus on satellite communications, packaging and packaging careers, inplant printing shops, a "close-up" on Illinois State University and advice on breaking writer's block. Future issues will carry stories on careers in ink, how magazines are put together and printed holograms.

Image World is published five times each academic year through a grant from the Graphic Arts Education and Research Foundation. Individual subscriptions are available. Write to the editor, Mark DuPre, *Image World*, T&E Center, RIT, One Lomb Memorial Drive, Rochester, NY 14623, or call 716-475-2549.

Copier Paper Market Demographics

Cut-size copy paper is an important commodity line for many printing paper merchants (and industrial houses, as well). How many copy machines are being sold now and what's in store through the balance of the decade? How big is the supplies market? What about new handheld copiers?

The Department of Commerce does not track sales/shipments of copy machines, and information about this field is tough to locate. However, CAP International, a Marshfield, MA, research firm specializing in the analysis of printing and imaging markets, does make some forecasts, as follows:

PHOTOCOPY MACHINES

Year	"Net Placements" (No. of Units Sold)	Value of Sales ($Bill.)
1984	884,000	$10.170
1985	1,052,000	11.171
1986	1,086,000	11.888
1987	1,760,000	12.771
1988	1,250,000	13.235
1989	1,321,000	13.713
1990	1,391,000	14.120
1991	1,463,000	14.543

The above figures include all *plain paper* copiers, of all sizes, except handheld types. CAP International expects 6.1% compound annual growth in unit placements and 4.1% annual gains in sales volume. They estimate that 20-21% of the revenues are derived from supplies and service, as compared to the actual equipment.

Panasonic, Silver-Reed and Sharp are the key players in the handheld copier market, unit sales of which appear below (forecasted):

Year	Unit Sales
1986	10,000
1987	30,000
1988	50,000
1989	70,000
1990	90,000
1991	110,000

Florida Tax on Advertising Upheld by Court

The Florida Supreme Court has declared that the controversial new state tax on advertising is constitutional. Since both Governor Martinez and the state legislature have already refused to consider repeal of the tax, opponents, who claim that the tax violates both the Commerce Clause of the Constitution as well as the First Amendment, now have no option except an appeal to the U.S. Supreme Court. Florida says that it needs the tax because the state constitution forbids levying an income tax and because the state has a very small manufacturing base.

Industrial Paper

McDonald's to Phase Out CFC Containers for Takeout

Over the next 18 months, McDonald's restaurants in the United States will phase out the use of foam containers made with chlorofluorocarbons (CFCs). Scientists have been warning that the protective ozone layer in the atmosphere is being destroyed by the widespread use of CFCs.

McDonald's action comes in response to a request from Sen. Robert Stafford (R-Vt.). Clifford Raber, government relations vice president for McDonald's, said that the company realizes that their usage of CFCs represents only a minute part of the total usage, but they hoped that their decision would cause other companies to take similar action. The ban on foam containers may eventually be extended to the 2,000 McDonald's restaurants located in other countries.

Industrial Division to Co-Sponsor Foodservice Conference in Chicago

NPTA's Industrial Division announced that it would present, along with the newly named "Foodservice & Packaging Institute," a 1½ day conference on foodservice and distribution. The conference is scheduled for November 16-18, 1987 at the Embassy Suites Hotel (at O'Hare Airport), Chicago, IL.

The conference will focus on the future of paper, plastics and allied products distributors in the foodservice area. Also to be discussed will be the viewpoints of

all groups involved in the industry, including manufacturers, government representatives and others who will dramatically affect the industry and how business is conducted.

Registration will be $275 for NPTA members and $325 for Manufacturers/Suppliers. Fees will include the opening reception, two luncheons and the Industry Dinner and reception. Also included are all course materials. Hotel accommodations are *not* covered by the fee.

The sessions promise to be among the most exciting and beneficial for all attendees we have ever presented. For further information and registration materials, please contact: Richard J. Lerman, NPTA Director of Marketing & Membership Services, at 516-829- 3070, or write to NPTA, 111 Great Neck Road, Great Neck, NY 11021.

FOODSERVICE CONFERENCE PROGRAM

November 16-18, 1987
Embassy Suites Hotel, Chicago, Illinois

MONDAY, NOVEMBER 16, 1987

Reception/Early Registration
7:30 p.m.- 8:30 p.m.

Dinner on your own
8:30 p.m.

TUESDAY, NOVEMBER 17, 1987

Registration
8:00 a.m.- 8:45 a.m.

The Competition- How to "Beat 'em"
9:00 a.m.- 10:00 a.m.
A) Buyers: How do we get their business? What services are they looking for?
B) Distributors: Case histories of successful campaigns to attract customers from foodservice distributors.

More Money Through Better Marketing (How to Customize Your Marketing Plan)
10:00 a.m.- 11:00 a.m.
How can you best stay ahead of your competition? Utilizing customized marketing programs can certainly help. This session will help you develop these for your company.

How to Sell More to Your Current Customers
11:00 a.m.- 12:00 Noon
Are you selling all you can to your current foodservice customers? This session will help you determine if you are and what to do about the situation if you are not. This session will also inform you of how to sell other non-foodservice products to your foodservice customers.

Lunch
12:00 Noon- 1:00 p.m.

Emerging New Customers: How Can You Get Them?
1:00 p.m.- 2:30 p.m.
How can you judge your true market potential in foodservice customers? This session will help you achieve better penetration in your marketplace and therefore increase sales.

How Smart Warehousing Can Make You Money
2:30 p.m. - 3:30 p.m.
With warehouse turns being critical to the success of your foodservice business, are your people meeting the demand? Getting the product to the customer is paramount in foodservice. This session will assist you in making certain your organization is doing all it can to compete.

Coffee Break
3:30 p.m.- 3:45 p.m.

Training Your Sales Force: Are They Selling Quality of Products & Services or do They Rely on Price?
3:45 p.m.- 4:45 p.m.
Training your sales force is always an important topic. In foodservice it is imperative that sales personnel sell with profit margin in mind. This session will aid you in working with your sales force to keep them plugged into your customers' needs.

Industry Reception
6:30 p.m.- 7:30 p.m.

Industry Dinner
7:30 p.m.- 8:30 p.m.

Address by Representative Curt McCormick (D-Rutland), Member, Vermont House of Representatives

WEDNESDAY, NOVEMBER 18, 1987

How to Survive the Onslaught of Government Intervention
9:00 a.m.- 12:00 Noon
An overview of the issues surrounding the distributors' place in the current wave of problems with regard to foodservice packaging disposables and the environment.

Luncheon
12:00 Noon- 1:00 p.m.

Future Trends in Foodservice
1:00 p.m.- 3:30 p.m.
A) New Products
B) New Usage Trends
C) New Services Required
D) New Sales Trends & Systems

Closing Remarks/Questions & Answers
3:00 p.m.

Departure
4:00 p.m.

" OH...COME IN, SPURGEON. WE WERE JUST TALKING ABOUT YOU. "

The Sales Professional 1

A special section dedicated to those who sell or manage the sales function

Carter Rice Connects to International Paper via Computer

International Paper's computerized ordering system, IPCom®, is helping IP's customers increase operating efficiency, improve inventory management and reduce delivery time.

A good example of how the system works is provided by Carter Rice- New England, one of the largest paper merchants in the East, which services customers in Maine, New Hampshire, Massachusetts, Connecticut and Rhode Island. Carter Rice's customers fall into several categories: commercial sheet and web printers; publishers; copier businesses; in-plant printers; quick printers; and major end-use companies. This diversity of clients requires a similar diversity in the types of paper sold, which Carter Rice buys from several suppliers.

Through the use of IPCom, information is immediately available to the buyer as to which IP mill has the needed paper in stock. Using IPCom, the order is then placed directly into IP's computer, which prints out the order for IP's customer service department. This system supercedes the old way of doing things, which required that a customer service rep at IP investigate mill inventories and then get back to the customer. A whole day could be wasted in getting information that is now available within seconds, permitting the order to be placed within minutes.

Special orders are expedited by IPCom because the computer provides information on IP's making cycles for non-stock, specialty items, detailing production schedules, mill location and product availability. Also, knowing what is currently available from mill stock and the making cycle helps inventory management at Carter Rice-New England by removing the inclination or need to overstock their own warehouses.

Another advantage of the IPCom system is the immediate availablilty of IP invoices, which are printed out by the computer right in Carter Rice's office, rather than being subject to a two or three day wait for a mailed invoice. Faster receipt of IP's invoices means faster billing of Carter Rice's customers, thus improving the company's cash flow.

For more information about IPCom, contact International Paper Company, Marketing Communications Department, Two Manhattanville Road, Purchase, NY 10577.

(The use of such computerized information sharing is presently considered to be "on the cutting edge" of technology, but it is clear that the demands of a competitive business will quickly accelerate computer usage. *MN* is planning an in-depth look, in a forthcoming issue, at electronic data interchange as it applies to paper, plastics and allied products distribution.)■

Phone Queries: Annoyance or Opportunity?

There's somebody out there who wants to buy something. It's getting late and you're halfway out the door when the phone rings. Or maybe you're in the midst of your monthly reports and can do without interruptions. The chances are good that the caller is in the midst of phoning several possible sources of whatever is needed—and the type of information given (and how it is presented) will play a major role in deciding who gets the order. Even though the call will delay your departure or distract you from your work, the last thing you want is for the caller to get the impression (from either your tone of voice or abrupt manner) that you're annoyed by the call or that you have more important things to do than give out the desired information.

Don't limit yourself to minimal answers. Impress the caller with your willingness to help by asking probing questions and offering sound advice. Don't forget to mention how well stocked you are, and bring up the matter of related items which you can also provide (the matching napkins to go with the paper plates, for example).

You probably spend a good deal of your time calling potential customers. When a potential customer calls *you*, don't let a great opportunity go to waste because the call comes at a time your mind is on other things.■

Beckett Paper Adds Colors to R.S.V.P. Line

Four new colors in text weight and eight new colors in cover weight have been added to the R.S.V.P. line by Beckett Paper Company, Hamilton, OH. A new sample book will be available, and R.S.V.P. will also be promoted with national advertising inserts.

A new collection of printed samples of Beckett's Cambric and Cambric Writing grades demonstrates the linen sheet's graphic reproduction capabilities for such uses as catalogs, brochures and letterheads. The samples are available from any Beckett merchant.■

The Written Word vs. the Spoken Word

Probably most of our contact with customers is verbal: either we are meeting them face-to-face or we are talking to them on the telephone. There comes a time, however, when we have to write a letter (or a report), and communication becomes a major problem.

Too many people feel that the use of the written word requires a completely different style than that used in conversation. As a result, what should be plain and simple becomes an exercise in stilted, multisyllabic verbiage whose only accomplishment is to completely obfuscate the issue. (Translation: your reader doesn't understand what you're trying to say.)

As a salesperson, you probably have no difficulty making yourself understood when speaking to a customer. The key to good written communications is to write as if you were *speaking directly to the person who will be reading your letter*. Keep your sentences short and your language simple—the object, after all, is to explain something, not to create confusion.

If you got two letters, one saying, "It is anticipated that if the status quo is maintained, though not precluding the possibility of unexpected peripheral problems arising, the dispatch of the materials you wish to purchase can occur approximately on the 24th of the month," while the second one says, "We expect to be able to ship on the 24th," which would get *your* order?■

EVENTS

OCTOBER

8–9. *TAPPI sponsors seminar on "Managing Change and Performance in the Paper Industry," Grand Rapids, MI. For more information contact TAPPI Headquarters, 404-446-1400.*

15. *Market Information—"How to Get it; How to Use it," Chicago, IL. Contact NPTA.*

18–23. *Printech Week, Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NOVEMBER

4–6. *Trends in Paper Distribution Computerization Conference, Dallas, TX. Contact NPTA.*

8–13. *Paper Distribution Management Development Program, Miami University, Oxford, OH. Contact NPTA.*

18. *Boston Paper Trade Association, Inc. Fall Meeting. Contact Albin R. Johnson, Jr., 617-748-2272.*

Sales Briefs

HOWARD PAPER MILLS is now producing a paper with a 95 White rating. Called Howard Super Max Opaque, the new paper is said to be ideal for many uses such as mass mailings, catalogs, newsletters, financial and legal documents and has been formulated for high speed press runs. To obtain a sample kit, send $2.00 (for postage and handling) to Howard Paper Mills, Inc., P.O. Box 982, Dayton, OH 45401, Attention: Cathy Gordon- SMO.

THE CROWELL CORPORATION, Newport, DE, has introduced Samson™ and Newport™ pressure sensitive polypropylene carton sealing tapes. The tapes are available in 2" width and 55 yd., 110 yd., or 1,000 yd. lengths. For samples and price sheets, write The Crowell Corporation, P.O. Box 3227, Newport, DE 19804-0227, or telephone 302-998-0557.

UPSSCO stands for United Packaging & Shippingroom Supply Companies, Inc., a new organization for independent distributors and suppliers in the shipping room supply and packaging fields. Headed by James E. Harris, UPSSCO will be headquartered at 6900 Murray Ave., Cincinnati, OH 45227, telephone 513-561-6035.

HAMMERMILL PAPERS has announced the appointment of Whitaker Carpenter Paper Company as a franchised merchant for the Detroit, MI, area. The company will carry Hammermill's full line of fine printing and business papers.

FASSON OFFSET GRAPHICS has announced an award program for agency designers to honor innovative, creative work printed on any pressure-sensitive material made by Fasson. Three top winners, selected on a semi-annual basis, will receive plaques and will have their designs shown in Fasson's quarterly graphics publication, *Discovery*. Entries, accompanied by a business card and a note indicating that the entry is for "The Fasson Most Innovative Application Award," should be sent to Fasson Offset Graphics 4X, 250 Chester Street, Painesville, OH 44077.■

Hammermill Produces Two New Portfolios

Hammermill Papers, Erie, PA, has two new portfolios available. The first features Hammermill Accent Opaque which, the portfolio says, "Puts More Punch in Your Printing." A health club theme is used to demonstrate single and three-color printing, folds, and stitching with simple, yet interesting artwork.

The second portfolio illustrates the company's line of text-like printing papers, with samples of all 23 matching colors and two whites that are available in Hammermill Offset Opaque and Hammermill Cover, as well as all the finishes that can be had in both grades. To get a copy of either portfolio, write Hammermill Papers, Erie, PA 16533.■

Wausau Coated Products Expands Factory Again

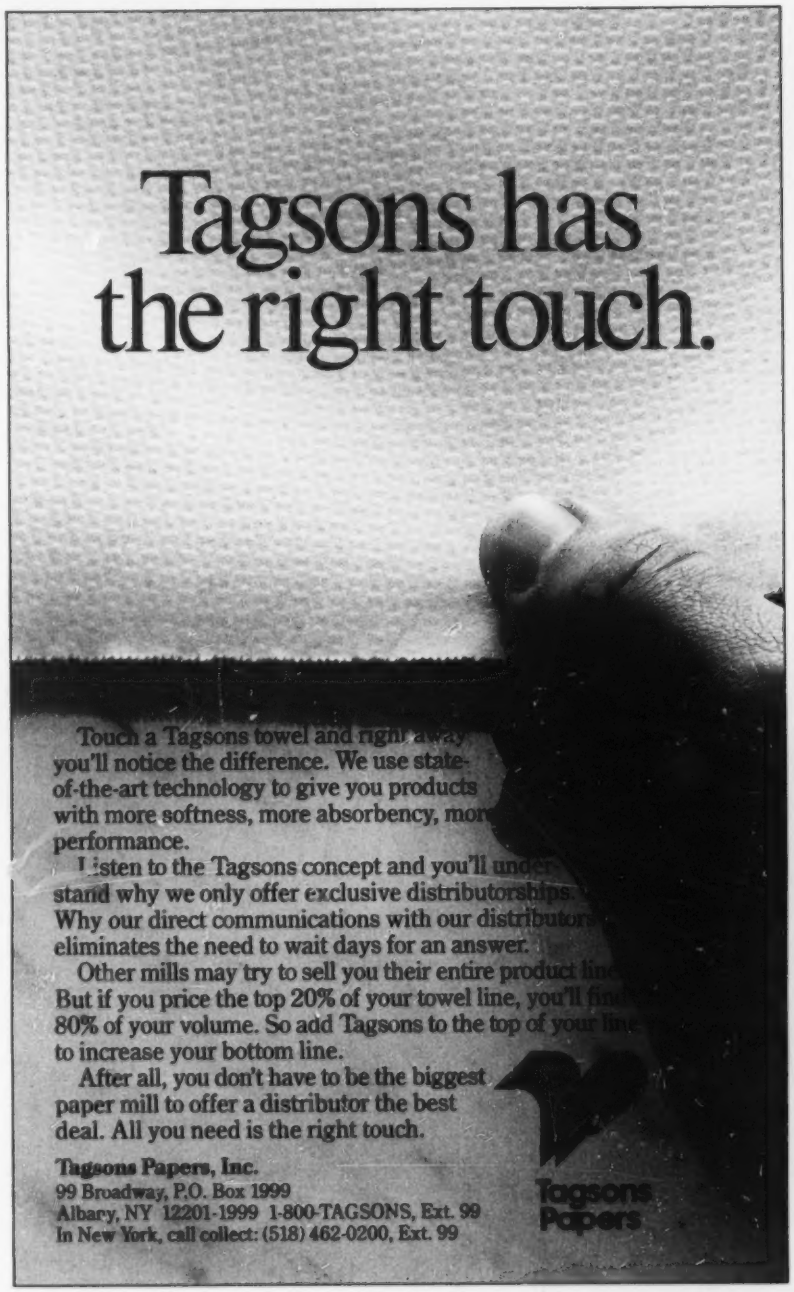
For the second time in the company's six year history, a major expansion is taking place at Wausau Coated Products, Wausau, WI. A new 15,000 sq. ft. addition will bring total plant size to 46,000 sq. ft., according to Bill Reif, president.

The company also announced that Mark Crooks has been named sales planning administrator and Bob Owens has become the firm's midwest manager of roll products. Mr. Owens has had more than 35 years experience in selling pressure sensitive products.■

Scott Guarantees Wiper Expense Reduction

Users of cloth and rental shop towels will be able to make their own cost comparison of what they are now using versus Scott Paper Company's new SCOTTCLOTH™ Heavy Duty Wipers. Scott guarantees that during a 90-day trial period, their new wipers will not cost any more than what it costs for wipers presently being used. If additional wipers are needed to complete the 90-day trial, Scott will deliver up to $1,000 worth of wipers per customer at no additional cost.

SCOTTCLOTH Heavy Duty Wipers are made from a blend of cellulose pulp and textile fibers and can help to reduce costs by eliminating laundry and handling expenses incurred with rental shop towels. The trial period is limited to cloth users and must be arranged through a local Scott sales representative. For more information, write to: SCOTTCLOTH 90-Day Brochure, Scott Paper Company, Dept. JS-86, P.O. Box 830, Devon, PA 19333 or call 1-800-4-SCOTT-1.■



Butler Paper Occupies New Tucson Warehouse

Butler Paper broke ground for its new distribution center in Tucson, AZ in June and moved in before the end of August. The new facility, located in the Tucson International Business Center at 3381 East Global Loop, replaces a leased building. Designed with modern material handling systems for more efficient receiving, order filling and delivery to customers, the building provides about 30% more warehouse space than what was available at Butler's previous location. Butler's Tucson division is one of two serving Arizona (the other is in Phoenix), and is one of 64 company locations nationwide. Butler, which is headquartered in Denver, CO is a division of Great Northern Nekoosa Corporation.■

Elbow-Length Polyethylene Glove Debuts

Associated Bag Company, Milwaukee, WI, has introduced a new, elbow-length glove made of 100% virgin polyethylene. The chemical-resistant disposable glove is ideal for foodservice

requirements as well as for use by those whose work requires protection from contamination or infection.

The gloves are packaged in dispenser boxes of 100, and carry the approval of

both the FDA and the USDA. For a free sample and a free catalog of all their polyethylene bags and other products, write to the Associated Bag Company, 160 South Second Street, Milwaukee, WI 53204.■

Solvent Free Hand Cleaners Introduced

Go-Jo Industries, Inc., a leading Akron, OH manufacturer of heavy-duty, creme-type hand cleaners, has introduced a new product called S.F.C.™. The letters stand for Solvent-Free Creme-type, and the product comes in two formulations: S.F.C. and S.F.C. with Crushables® (Crushables are non-abrasive scrubbing particles).

S.F.C. hand cleaners come in several sizes, ranging from a single portion packette, through a 4 oz. trial size, an 18 oz. can, a 4.5 lb. plastic cartridge to a 7 lb. metal can. You can get more information on S.F.C. or the other products made by Go-Jo by calling 1-800-321-9647 (Ohioans can call 1-216-920-8100 collect).■

Sales People

Shaleighne FitzGerald and Sean Cunning have been appointed New England district sales managers by Linweave Fine Papers, Inc. Shaleighne FitzGerald will cover Connecticut, western Massachusetts and upstate New York, while Sean Cunning will concentrate his efforts primarily on Eastern Massachusetts. Both will be spending much of their time in the field working with end users such as printers, converters and major corporations.

Steve Schwartz has been appointed sales manager of Enterprise Paper Company, Philadelphia, PA.■

Fonda Closes Fresno, CA Facility

The Fonda Group, Union, NJ, has closed its small factory in Fresno, CA and will serve its West Coast customers from its five plants east of the Rockies and a Western Distribution Center.

The Fresno facility, which employed 50 people, had become less important to Fonda as the company expanded from three to six plants over the last two years, according to Albert C. Lasher, chairman and CEO. He expressed the company's gratitude to the City of Fresno and its development council for the help it had provided when Fonda first located a plant there.

Production ceased on September 25th, and, if Fonda cannot find a buyer for the facility, some of the equipment may be moved to the company's other manufacturing locations in DE, GA, MI, PA and VT.■

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Frederick J. Stabbert: NPTA's New Chairman of the Board

On Sunday, September 20, 1987, the membership of the National Paper Trade Association elected its new chairman of the board. Fred Stabbert's election took place during the Association's National Convention in Atlanta. He will serve the industry as chairman through NPTA's next Convention to be held in Chicago.

Leadership. It is a word that leaps to mind when you talk to Fred Stabbert for a while. He always has a firm grasp of it. And he is dynamic—always finding new ways to look at situations.

His leadership abilities grow from his deep understanding of people. Fred knows that it is a company's people—accompanied by the willingness and commitment to use their talents—that are the greatest resource.

Fred Stabbert has been in paper distribution for over 18 years. He well remembers that afternoon in 1969 when he walked into Crown Zellerbach, a visit that led to a sales training position with Zellerbach Paper Company in South San Francisco. It wasn't long before his management talents were recognized and Fred was moving up the corporate ladder.

In 1983, at the age of 39, Fred Stabbert became president of the $1 billion paper distribution operation. 1986 saw him leave the company after its acquisition by James River and join the Hammermill Distribution Group as director of business development.

As NPTA's new chairman of the board, Fred spoke with *MN* editor Bill Frohlich in this exclusive interview in his Hammermill offices in Erie, PA.

MN: *You certainly have accomplished a great deal in your career in paper distribution. But, as we all know, to be successful requires the support of your family. Tell us a little about your family.*

Stabbert: I've been married to the same young lady for nearly 24 years. Faith and I were high school sweethearts back in Tacoma, Washington, where I grew up. We put each other through college and have been blessed with two wonderful children: Monica, 21, and Michael, 19. Both are in college on the West Coast.

MN: *Do either of the children have any interest in the paper business?*

Stabbert: Possibly. Monica is a senior majoring in business administration and marketing. Michael is a sophomore with a biochemistry major. While both are interested in the industry, I learned early that they will not be influenced by their Dad's career ideas!

MN: *Since you walked into Zellerbach in 1969, our industry has undergone many changes. You certainly have been part of some of those changes. How would you characterize the business today compared to the way it was in 1969?*

Stabbert: It's become a lot quicker and market segment driven. The major change that has brought this about has been the computerization of what I call the "front-end" of the business: on-line order entry, sales analysis and communications. In the distribution business, there were a few innovators who put a great deal of time, energy and capital into the development of the computer. Later came what I would call the "fast-followers"—distributors who took those computer concepts and programs and put them in place on less expensive hardware with little development cost. The fast-followers became computer efficient quickly. The innovators paved the road for the industry.

In addition to the proliferation of computers, our business has become much more market segment driven. This has been most evident in the industrial business where major market segments now are viewed and managed as separate business entities.

This has also been true on the printing paper side with the growth in cut paper and roll business. Some companies have now expanded their operations along these focused lines.

MN: *What opportunities for paper distributors do you see, and what changes do you feel will take place?*

Stabbert: There continues to be considerable consolidation within our industry. Just look at the list of mergers and acquisitions over the past two years. The challenge for both management and employees is to concentrate on satisfying customer and supplier needs within the distributor's chosen markets. The risk is that adjusting to internal change will outweigh adapting to market change, leaving the customers short-changed.

In the years to come, large companies will struggle to act small by minimizing layers of management and inevitable corporate programs. For the small, focused distributor, those close to their customer base, opportunities for success will be outstanding.

At Hammermill, we operate the Paper Distribution Business as a decentralized organization. Local managers have the freedom to meet the needs of their specific markets as they see fit. We believe that freedom provides better financial results and more personal commitment.

MN: *What can you tell us about your experience as a volunteer leader with NPTA?*

Stabbert: I have had the opportunity to work with high quality people. These are people who are not only interested in increasing the effectiveness of their own business, but also in increasing the quality and effectiveness of the entire industry. It's great to meet with a group of industry leaders and talk about the future of the business or how we can help our sales force receive better training. We actually get involved in making the future happen.

MN: *Is it difficult to take off your company hat and put on your industry hat?*

Stabbert: Not for me. You really have to be prepared to bring your knowledge to the table and then look at issues on a grander scale. What I have seen from NPTA's volunteers, and it doesn't matter if they are with a large company or a small one, is that they are willing to share their experience and insight for the betterment of the industry.

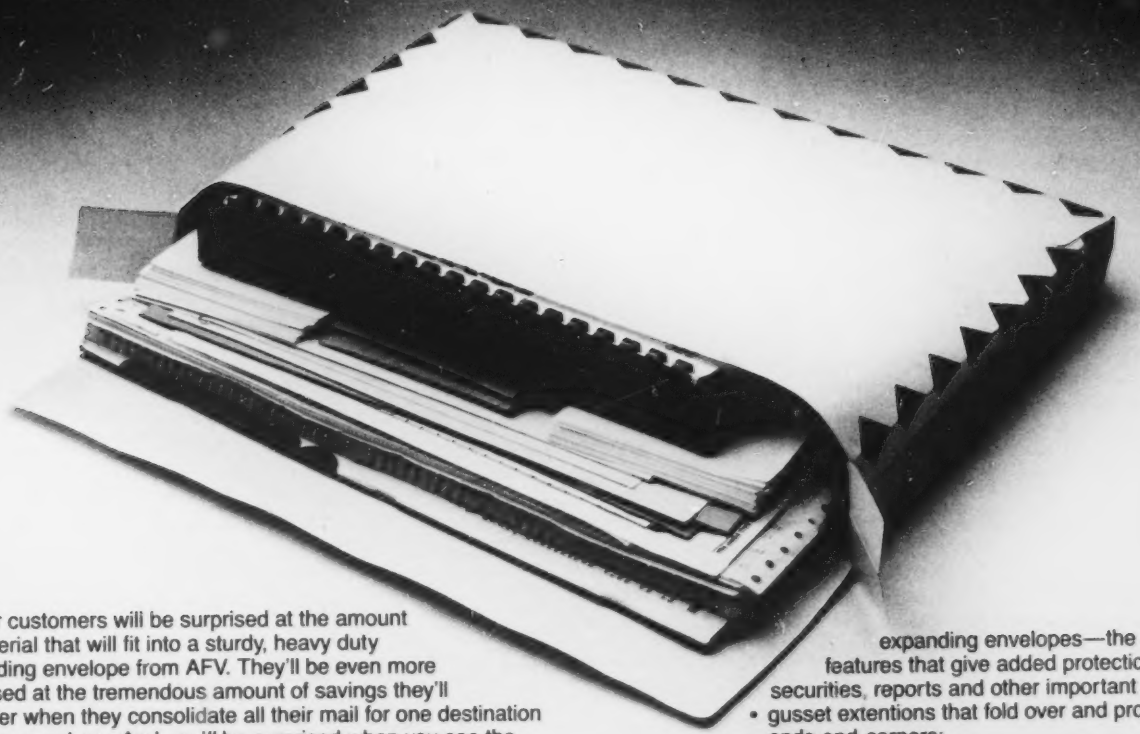
MN: *NPTA is always involved in developing new industry programs. Do you have a perspective on NPTA's role in the industry?*

Stabbert: I think we need to look at the "stakeholders" of NPTA—our membership, suppliers, staff, the PAPER Foundation participants, and indirectly, our membership's customers. Zeroing in on the membership, of prime interest is our statistical reporting on the industry, training and education through seminars, educational modules and university programs.

We have opportunities in the area of non-sales human resource development and in physical distribution. As the computer continues its impact on the "back-end" of the busi-

(continued on page 27)

INTRODUCE THE ENVELOPE THAT CAN SAVE CUSTOMERS THOUSANDS OF DOLLARS AND SAY HELLO TO INCREASED SALES!



Your customers will be surprised at the amount of material that will fit into a sturdy, heavy duty expanding envelope from AFV. They'll be even more surprised at the tremendous amount of savings they'll discover when they consolidate all their mail for one destination into one envelope. And *you'll* be surprised when you see the increase in your sales as customers come back time and again for AFV expanding envelopes.

Sending several flat envelopes to a single address is wasting postage dollars. This chart compares the costs of mailing 2 lbs.

Three Flat Envelopes		One AFV Expanding Envelope	
Postage:		Postage:	
12 oz.	$2.09	36 oz.	$2.40
12 oz.	2.09	Total . . . 36 oz.	$2.40
12 oz.	2.09	Envelope cost:	
Total . . . 36 oz.	$6.27	1 kraft expanding	.35
Envelope cost:		TOTAL COST	$2.75
3 kraft flats @ 8¢ ea.	.24		
TOTAL COST	$6.51	**SAVE 58%**	

4 oz. of material in three flats versus one AFV Expanding Mailer.

Just look at those savings in a single mailing! And when you multiply that by the thousands of mailings that go through mailrooms, you can see how easy it is to save thousands of dollars in postage alone.

And there are other savings, too. Savings on labor costs, because AFV expanding envelopes require less handling. Savings on storage costs, because customers need to stock fewer envelopes. Savings on registration costs, because they register only one envelope instead of several.

Here's another reason your customers will switch to AFV expanding envelopes—the special features that give added protection to securities, reports and other important papers:

- gusset extentions that fold over and protect the ends and corners;
- large flap that seals down over seams and reinforces the envelope (available with remoistening gum and Press-Tite Dri-Seal);
- evenly applied gum on the flap to ensure a tight seal.

AFV expanding envelopes are available in both kraft and super-strong, super-lightweight Tyvek®. Sizes range from 3½" x 7½" x 1" to 12" x 18" x 3". There's a size for every purpose!

When you help your customers save money, you'll be helping yourself increase sales! For more information on AFV Expanding Mailers, call or return the coupon below.

1-800-AFV-6262

YES! I want to increase sales by introducing the envelope that can save my customers money. Please have my AFV Account Executive call me about AFV Expanding Mailers.

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COMPANY _____

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Second Quarter 1987 Performance & Business Conditions Survey

NPTA first began its "QBCR" a year ago. Since then, the number of participants has grown and this most recent report represents an annualized sales volume of well over $8 billion.

The Association's Quarterly Business Conditions Report (QBCR) survey for second quarter 1987 performance was recently completed, and *participating members only* were sent customized company reports during mid-August. Over 160 different merchant locations participated, representing $2.23 billion in second quarter combined printing and industrial paper sales volume ($1.67 billion-printing, $560 million-industrial).

Response to the QBCR program has been enthusiastic, and new participants continue to join up. For most companies, the one-page survey form takes 30-45 minutes to fill out, and many people send the information instantaneously via facsimile machine (NPTA FAX #516-829-3074).

The table below presents first quarter 1987 *national* performance for printing and industrial merchants. Ten key financial measures are tracked. Following is a summary of performance in the key areas.

Sales Growth

Printing paper sales volume outpaced industrial houses' gains slightly in the second quarter, rising 9.3% over the same quarter of 1986, versus an 8% gain for industrial. These gains mirror those indicated by NPTA's monthly Paper Merchant Sales Report, where, through June 1987, printing paper "sales per selling day" were up 11.4% for printing paper and 8.2% for industrial.

Gross Trading Margins

Warehouse GTMs for printing and industrial merchants both came in at about 21.5%. The printing paper GTM of 21.5% was a little better than the 20.8% for the first quarter, while industrial margins slid from 23.1% to 21.7%. Direct GTMs stood steady at 6.3% for printing paper, but rose to a six-quarter peak of 15.4%. The average printing paper order returned to a more historical level of $374, after jumping sharply during the first quarter, and order size stayed virtually the same at $282 for industrial houses.

Operating Expense Control

Operating expenses have risen steadily since the fourth quarter of 1986, and surpassed the industrial merchant level at 87.1% of gross profits during the second quarter. Conversely, industrial merchants cut expenses sharply, from 99.8% in the first quarter to 85.2% by the second quarter.

Inventory Management

Printing paper inventory was turned over at a rate of 5.3 times annually, a little slower than the 5.6 times rate of the first quarter. Industrial paper inventory was turned over 6.5 times yearly, a significant improvement over the 5.6 times rate posted in the first quarter. Mainly due to this higher inventory turnover figure, the integrated measure "Turn & Earn Index" was substantially better than in printing paper houses (141.0 vs. 113.9). The turn & earn index is derived by multiplying the warehouse gross margin by the inventory turnover.

Receivables Management

Industrial merchants continue to turn over their receivables about three days faster than printing paper houses, 39 vs. 42 days. These figures were very close to first quarter 1987 levels. "Days of Receivables Outstanding" calculated from NPTA's monthly Paper Merchant Sales Report as of June were 37 days for industrial (same as QBCR), and 36 days for printing paper firms (6 days lower than QBCR figure).

Regional Summary

Data are calculated for nine geographic areas, and are included in individual company QBCRs mailed to participants. Results do differ markedly from national averages shown in the table in this article, and reflect varying economic conditions across the nation. For example:

- NPTA Regions 2 & 5 beat the U.S. average, with 15.9% and 13% sales gains respectively, while the southwest merchants in Region 7 remained depressed at -0.6%.
- Interestingly, Region 7 firms posted the best industrial paper warehouse GTMs at 23.6%. Region 6 was also above average at 22.7%. For printing paper, Region 9 firms posted high 23.8% GTMs, and for Region 5 at 22.6%.
- Region 6 firms (West Coast) posted the best net profit before tax figure, 2.8% of industrial sales and 1.9% of printing paper sales. Region 8 merchants also had high net profits at 2.1% of industrial sales.

• Strong printing paper turn & earn indexes were posted by Regions 1 & 2 and strong industrial indexes were registered by Regions 3 & 6.

Would *you* like to have seen all these regional variations, plus *your rank for the quarter* within the printing, industrial or dual merchant group? You could have, if you had participated. The QBCR is processed in-house at NPTA, and information is kept strictly confidential.

Next Survey

Forms for the third quarter 1987 were mailed on September 30. The *filing deadline is October 30th*. Be sure your financial department is now preparing the QBCR. You can phone in the figures or FAX the form to us (24 hours a day) at the last minute.

2nd Quarter 1987 Results—Quarterly Business Report
U.S. Average

Measures	Printing Papers	Industrial Papers
Percent sales increase vs. last year (%)	+9.3	+8.0
Warehouse gross trading margin (%)	21.5	21.7
Indirect gross trading margin (%)	18.6	22.9
Direct gross trading margin (%)	6.3	15.4
Total operating expenses as % of gross profit (%)	87.1	85.2
Net profit before tax as % net sales (%)	1.0	1.6
Inventory turnover (times per year)	5.3	6.5
Turn and earn index	113.9	141.0
Receivables turnover (days)	42.3	38.9
Average warehouse order size ($)	$374	$282

SOURCE: NPTA Quarterly Business Conditions Report

COVER STORY CONTINUED

ness—from receiving through delivery—future NPTA programs could play an important role in improving efficiency and productivity. NPTA may even need to be more visible in governmental issues. Inventory capitalization regulation, for example, is impacting our stakeholders.

Further, we offer a unique forum for our members—the NPTA Annual Convention and Exposition. There is great value here for our industry.

MN: *How do you view your role as chairman?*

Stabbert: The chairman acts primarily as a facilitator on behalf of the various stakeholders of the organization. I envision the board concentrating their efforts on the strategic development of NPTA and its services. I believe we should look 2-3 years out to maximize our opportunities and ensure that our programs, which have been so successful in the past, will keep improving in quality and effectiveness.

I think an important role may be with the NPTA staff, to help them increase the value of the NPTA services to our members, customers and suppliers. Each staff member can impact the success of the Association.

MN: *What are your expectations for NPTA during the next 3-5 years?*

Stabbert: We have had a very strong and dynamic committee structure at NPTA with solid leadership. In the years ahead, we will need to be attentive to key legislative issues and productivity issues in physical distribution. We should review and refine the focus of each committee, tailoring them to their industry segments.

As the distribution industry becomes more specialized, NPTA must also. This means, for one thing, focused growth—in staff, in size and budgets. We will try to generate more support for our statistical programs so that we can continue to increase the value of these reports to the industry. With greater member participation comes more refined and targeted reporting. More specialized reports are desirable—perhaps volume indicators in printing or industrial, by product categories or market segments.

MN: *Any comments in conclusion?*

Stabbert: Yes. NPTA must continuously strive for excellence, to enhance the Association's value for its membership. The vision that comes from its volunteer leaders and its staff can be transferred into definable objectives and programs that offer solid value. Our members deserve a good return on their dues investment.

I think the NPTA is geared to do that. I feel it has the professional staff necessary, and the staff gains good outside support. Further, I think the NPTA organization is one of the few in the association world that is growing. It has great leadership at all levels and will continue to prosper.

MN: *Thank you very much.*

Paper Distribution's Volunteer Leaders

There are many members of the National Paper Trade Association, but few volunteer leaders. Less than 60 people hold positions of responsibility with NPTA. This is a special group that gives precious time for the betterment of their industry.

Sunday, September 20, 1987 was the day that the membership of the National Paper Trade Association elected five industry leaders to positions of responsibility. To confirm their election, NPTA chairman Francis J. Houlihan asked them to stand.

During the Annual Business meeting, others were recognized for their contributions to the work of NPTA as their terms of office came to an end.

Chairman Houlihan, who is president of Fleetwood Paper Company, Franklin Park, IL, presided at the meeting. He asked those who had competed their three-year terms of office on the Board to stand and receive the recognition of all present.

They were: Jeff Chipman, president, Inter-City Papers Ltd., LaSalle, Quebec; William M. Close, president, Kirk Paper Company, Los Angeles, CA; Gene Shelton, president, Sunclipse, Inc., Montebello, CA; and Herschel Maltz, president, Century Papers, Inc., Houston, TX, who served an additional year on the Board due to a vacancy.

For the sake of continuity, four members of the Association's 17 member Board are elected each year to serve three-year terms. Also elected each year is a new treasurer who sits on the Board's Executive Committee. The treasurer then moves through the chairs to become Chairman of the Board—the top elected industry official.

Elected as treasurer at the Annual Business meeting was Michael K. Olthoff.

James J. Swearingen, executive vice president, Paper Corporation of America, Valley Forge, PA, and treasurer of NPTA, was elected second vice chairman of the Association and will head its Printing Paper Division. James B. Brame, Jr., president, Brame Specialty Company, Durham, NC, was re-elected to the Board's Executive Committee and will serve as first vice chairman and continue his responsibility as head of the Industrial Paper Division.

Frederick J. Stabbert

Frederick J. Stabbert, director of business development for the Hammermill Distribution Group, Erie, PA, was elected chairman of the Board of NPTA for the 1987-1988 Association year. (See the in-depth interview with NPTA's new chairman in this issue.) All terms of office run from one Annual Convention to the next.

New Treasurer Elected

Michael K. Olthoff, vice president of Nichols Paper Company, Muskegon, MI, was elected treasurer of NPTA at the annual meeting. This past year he served as a member of the Association's Board of Directors and prior to that as chairman of the Young Executives Forum Steering Committee. His vacated seat on the Board was filled through the election of John E. Rountree, president of Carr Paper Company, Pomona, CA, who will serve for two years.

The treasurer's seat on the Association's Board is an important one. In addition to handling NPTA's financial concerns, he is in line for the chairmanship.

New Board Members Elected

Elected as new directors serving three-year terms on the Board were: Marianna Frick, president of Paper Mart, Los Angeles, CA; Brent R. Grover, vice president, National Paper & Packaging Co. of Cleveland, OH; John W. Dietel, vice president, Plymouth Paper Company, Holyoke, MA; and Thomas E. Costello, vice president, Marketing, Dixon Paper Company, Denver, CO.

After their election, they were charged with upholding the bylaws of the Association and to work for the continued improvement of the paper, plastics and allied products distribution industry.

The Changing of the Guard

As the elections were confirmed, Francis J. Houlihan moved to the executive committee position of past chairman and heads the NPTA Advisory Council. The past chairman spot is also important because it is necessary to provide support for the newly elected chairman.

But what becomes of the sitting past chairman when he is replaced? Chairman Houlihan asked that Richard W. Abrams, president of West Coast Paper Company, Seattle, WA, be removed to "The Wax Works," an endearing term for the Advisory Council.

The accomplishment of this task was Francis Houlihan's last official act as NPTA chairman.

Frederick J. Stabbert's *first* official act as chairman of NPTA was to announce: "This meeting is adjourned."

Michael K. Olthoff

A Strong Committee Structure

There are many others who deserve recognition for their tireless work on behalf of NPTA. They participate in the many standing committees. The following is a list of the Association's committees and their chairmen:

Advisory Council, *Francis J. Houlihan*
Education and Training, *William Ochsner*
Industrial Paper Division, *James B. Brame, Jr.*
Printing Paper Division, *James J. Swearingen*
Young Executives Forum, *Steven Ohrman*

National Headquarters Staff

John J. Buckley, Jr.
President
Naomi Adelglass
Bookkeeper
George Cain
Director of Research/Statistics
Elizabeth Castaneda
Administrative Assistant
Charles Ditolla
Leasing Consultant
David G. Farber
Production Manager
Judith Brandt Fishkind, Writer
William H. Frohlich
Vice President Communications
Mary Jo Heidepriem
Administrative Assistant
Geraldine Hislop
Administrative Assistant
Richard J. Lerman
Director of Marketing/Membership
Bruce H. Linden
Director of Education and Training
Ira B. Newman, Writer
F. Berneice Underwood
Executive Assistant
Michael B. Weir
NPTA Legal Counsel

John Rountree

Marianna Frick

Brent R. Grover

John W. Dietel

Thomas E. Costello

Managing for Exceptional Performance

This article, by Art Turock, suggests ways in which managers can learn to motivate their employees to go beyond "good enough" and reach for true excellence in performance.

"I follow the latest wisdom of management experts. I train my employees. An incentive system is in place. I praise them for good work. But they still hit performance plateaus and don't improve much beyond it. How do I motivate them to excellence?"

Sound like a familiar dilemma? It suggests a basic limitation in traditional management training.

Most managers are trained to manage through behavior and results. If employee performance is satisfactory or outstanding, they offer praise and distribute rewards. If it's unsatisfactory, they reprimand and administer negative consequences. However, this reward-reprimand approach is totally reactive. Managers must wait to see improved performance before they can reinforce it. When performance plateaus, there's nothing to reinforce. Managers lose their power to influence employees.

New sources of managerial clout are needed to achieve sustained excellence. The purpose of this article is to describe a proactive strategy of "managing through perceptions" to accelerate employees' performance breakthroughs.

The Make-or-Break Factor

Many paper distributors proclaim a commitment to excellence in service and products. Unfortunately, "commitment to excellence" is often just a buzz word. Excellence is taken for granted as something to strive for, but few distributors deliver it day after day.

Developing a pragmatic, results-oriented definition of commitment requires knowing the difference between "being committed" and "being interested" in results. To tell the difference, look at the observable outcomes.

Commitment is very different from being interested. The outcome of commitment is results. Committed people consistently do what's needed to produce desired results, no matter what difficulties are present.

The outcome of being interested is having good reasons for lack of results. If we adopt an interested posture, we sidetrack ourselves by habitually perceiving inconvenience and discomfort at the point of taking action. While desiring high achievement, the difficulty appears to be too great to merit serious effort.

It's natural to feel as though we're doing our best under difficult circumstances. However, what we call a "best" effort really amounts to doing what is reasonable, realistic, familiar, predictable, comfortable, manageable and easier.

This pattern of settling for less but calling it our best effort is set up by our perceptions. If our perception of the right conditions for success doesn't match real-life circumstances, we won't act. The basis for taking action becomes "if circumstances permit." There is no urgency. We are content to wait for circumstances to change so results can come easier. In a competitive paper distribution industry, delaying often means loss of market share.

Eliciting commitment involves a shift in perception. The perceived value of results is greater than the perceived difficulty. As value grows stronger, difficulties lose significance. They seem to disappear, although the actual circumstances probably haven't changed. All that has changed are our perceptions.

Interest and commitment are often confused. Commitment to achieving excellence is assumed. In reality, most employees will work for excellence so long as circumstances don't become too difficult.

The manager's job is to elicit and sustain employees' commitments to exceptional performance. It's a challenging task. When a manager wishes to "stretch" a top performer to higher achievement, new perceptions of difficulty are triggered. In confronting problem employees, a defensive barrage of excuses is inevitable. The managers must communicate with employees in a way that decreases perceptions of difficulty and increases perceptions of value in higher level results.

Managing Through Perceptions

How do you motivate people to stay inspired about work?

Let's recognize an obvious truth—you didn't hire unmotivated people. No one reports the first day at work feeling complacent, uncaring or burned out.

When performance and enthusiasm decline, it is usually because employees have lost a sense that their work makes a difference. At points of frustration, exceptional performers have a compelling answer to the question "Why am I bothering to work this hard to be exceptional?" Knowing "why" or having a clear purpose (beyond just making money) locks in a perception of value that surpasses any emerging difficulties.

Here are useful questions for clarifying purpose and value:

1. What is the reason you go to work now?
2. What is your company's basic mission? How does your work make a difference? What is its contribution?
3. What are your greatest talents? How does work enable you to express and develop these talents?
4. What values do you feel passionate about? What work experiences (not specific achievements) gives you greatest fulfillment?
5. Why is it important right now for you

to press yourself to go beyond your best past performance?

Why would employees not give their best effort?

If work activities aren't connected to a worthwhile purpose, employees tend to blame circumstances when results are slow in coming. Their commitment is to find reasons for falling short of desired results.

Why this retreat from excellence to being victimized by "business realities?" The short-term payoffs are attractive, such as:

- avoiding extra work
- avoiding stress and conflict
- gaining sympathy
- avoiding risks
- keeping self-image intact
- avoiding responsibility
- feeling justified for missing results.

These motivators are often more persuasive than promotions, pay raises, fringe benefits and verbal praise. They satisfy the need for security. Unfortunately, short-term safety comes at a tremendous price—loss of desired long-term results. It's a rotten tradeoff. Commitment to excellence subtly erodes into commitment to security.

But aren't there valid reasons for lack of results?

It depends! It depends on what managers and employees accept as valid reasons. If market conditions, work loads, interruptions, insufficient budget, computerization or poor teamwork are tolerated for unsatisfactory results, improved performance will be delayed. It all boils down to one question: What's it going to be—reasons or results? The daily responses to this question distinguishes the industry champions from the rest of the competition.

Step 1: Structuring a coaching relationship. Getting employees to understand that commitment is a "no matter what" posture toward results offers strong leverage to influence behavior. Instead of judging the validity of an employee's excuses, the manager focuses on supporting the employee to take action. Both parties operate by the ground rule: "No reasons, just results."

Step 2: Challenge perceptions of difficulty. Treat reasons for lack of results as merely perceptions of difficulty instead of legitimate barriers to performance. Use the following sequence of questions to diminish perceptions of difficulty and clarify perceptions of value:

1. What's the win/benefit to you in achieving this result? How does it tie in to your participating in the company's mission?
2. What do you tell yourself are the barriers to getting results?
3. Are these "barriers" really beyond your ability to overcome?
4. What are the payoffs of being victimized by circumstances and accepting unsatisfactory results?
5. By tolerating these reasons, what is the true commitment reflected in your actions?
6. What are you doing or not doing to cause unsatisfactory results?
7. If the right conditions aren't in place, what can you do to create the right conditions?
8. What's it going to be—reasons or results?

Step 3: Get a promise for action. Don't accept conditional statements such as "I'll try to," "I plan to," "I hope to," or "If everything works out." Challenge tentativeness. Get firm commitments indicated by phrases like "I promise," "I will do" or "Count on me for."

Step 4: Follow-up. Schedule periodic progress checks to insure promises are carried through. When employees know they will be held accountable, the likelihood of follow through is increased.

Case Example

Herb is a paper products salesman. His boss, Pete, has noticed a tendency to sell only to established accounts rather than developing new business. Here's an excerpt illustrating how to decrease perceptions of difficulty:

Pete: Nice job meeting your production quota for this week. At the same time, I notice you targeted five new account meetings but made no appointments. What are the difficulties you accepted for not getting appointments?

Herb: I figured that meeting the week's production quota was more important. I also felt uncomfortable after hearing no interest from several new prospects.

Pete: So you chose to have time for doing what's likely to get results and avoid doing what feels uncomfortable. Notice how your feelings are calling the shots? Are you able to do things even though you feel uncomfortable?

Herb: Sure. I've forced myself to make cold calls before.

Pete: Herb, what's the payoff of accepting uncomfortable feelings as a reason for lack of new accounts?

Herb: I have lots of pride in my sales performance and rejection is hard to swallow. It's riskier calling on new accounts.

Pete: Calling on established accounts keeps your image of being a competent salesman intact. In the immediate moment, that feels good. But over the long haul, failure to develop new business limits your production. You're running a risk if old accounts fall short of projections. There's just no way to play it safe.

Herb: I suppose that's the nature of sales.

Pete: What's your commitment going to be—protect your image or develop new accounts?

Herb: Guess it's time to make cold calls. Thanks for the support.

Pete: I can't accept a guess. How many meetings with new accounts can I count on before our next meeting in two days?

No Reasons, Just Results

While managers can probably order employees to do a day's work, they can't order excellence. Excellence is purely a voluntary commitment. Managers are accountable for eliciting and sustaining employees' commitment to excellence.

It's so tempting to put the burden of performance on the employee's lack of talent or motivation. However, exceptional performance comes out of a relationship where manager and employee share a mutual commitment to excellence. No reasons, just results.

Art Turock is a leading innovator in the field of "sustaining exceptional performance." Based in Seattle, he specializes in custom-tailored training programs for associations and corporations. Turock was a keynote speaker at the Third Annual NPTA Mid-Year Young Executives Forum (YEF) Conference in March 1987. He is author of two books and a tape series, "Sustaining Exceptional Performance." Readers are encouraged to consult with him on applications of the ideas in this article by calling 206-783-3405.

Quick Answers Help Speed Up Credit Collections

Dun & Bradstreet Business Education Services has produced a "Telephone Collector's Flip-File", now available from NPTA, to help counter the most common debtors' excuses.

Credit collection is a difficult (and often disagreeable) process. How many times have you heard, "The check is in the mail" or "I never received an invoice" when calling a customer about an overdue payment? To make telephone collecting easier, Dun & Bradstreet has produced a flip-file which offers suggestions in how to prepare for—and make—effective collection calls as well as how to spot danger signals that require immediate action.

Designed to stand next to the telephone on its own easel, the 20 laminated pages are indexed according to the objections and excuses most often encountered by telephone collection callers. Each page, in addition to D&B's suggested responses, has plenty of room for your own comments and ideas on how to deal with the problem.

Success in collection work depends upon motivating debtors to pay. The process includes:

- pre-planning the call (including reviewing the customer's file)
- preparing a statement of your position and request for full payment
- being willing and able to listen
- giving a prompt response to objections and returning quickly to your payment request
- asking probing questions to discover the real problem
- refusing to be drawn into an argument
- offering a realistic repayment plan (worked out before making the call).

Staying in control of the collection process—from start to finish—is the overriding factor, and D&B's flip-file gives you that control. Answers are provided for excuses such as:

- I have no money.
- Don't you trust me?
- The P.O. and invoice don't match.
- My customers don't pay me.
- The sales rep said not to worry.
- He/She is not in.
- I have to check my records.

The inability of a business to collect for goods and services sold creates the infamous "cash flow problem" and it makes good sense to prepare to handle the disagreeable situation when it arises. You won't be as profitable as you can be—or even able to stay in business very long—if collections don't keep pace with sales. D&B's "Telephone Collector's Flip-File" can help you stay away from the *receiving* end of a collection call.

NPTA also has available a D&B mini-course called "Collecting by Telephone" which consists of two study units in a three-ring binder, an audio demonstration tape and a "101 Tips" booklet. See order form below for more details.

Please send me ____copy(ies) of TELEPHONE COLLECTOR'S FLIP-FILE, the D & B resource, at $49.99 each plus $3.00 shipping and handling per order within the United States for a total of $52.99 per program.

☐ Check enclosed ☐ Bill My Credit Card ☐ AMEX ☐ MASTER ☐ VISA

☐ SEND ME INFORMATION ON THE COLLECTING BY TELEPHONE MINI-COURSE

CARD # _____ NAME APPEARING ON CARD _____

SIGNATURE OF CARD HOLDER _____

THE TOTAL AMOUNT OF MY ORDER IS $ _____

FOR INTERNATIONAL MAILING-$49.99+$5.00 SHIPPING AND HANDLING. CHECK MUST ACCOMPANY ORDER IN U.S. DOLLARS DRAWN ON A U.S. BANK

NAME _____ TITLE _____

COMPANY _____ PHONE _____

STREET ADDRESS _____

CITY/ STATE _____ ZIP _____

NATIONAL PAPER TRADE ASSOCIATION, INC. 111 GREAT NECK ROAD, GREAT NECK, NEW YORK 11021; 516-829-3070

New IRS Inventory-Expense Rules Are a Double Penalty

The August issue of *MN* contained information regarding the new IRS inventory capitalization rules in the Washington Watch section. Following is some additional information, as reported in a recent issue of *The Wall Street Journal*. It pinpoints some real-life effects the new rules will have on companies affected (those with over $10 million in sales).

The new rules create a dilemma because companies can't run a "lean and mean" inventory policy, for fear of not having the product to ship when a customer needs it. In addition, the firm can't pass on the added tax to customers due to competition in the market (those firms *under* $10 million in sales *don't* have these added costs).

Now, expenses associated with inventory-related activities must be segregated in the company's books and added to year-end inventory. If the owner, say, is paid $200,000 a year and spends half his time buying merchandise, half of that compensation must be capitalized as an inventory cost and deducted as the inventory is sold. A portion of general and administrative costs also must be allocated to inventory.

Owners say they will have to rely more heavily on outside accounts to reconcile the two, meaning greater expense. To establish a base line for the future capitalization of inventory-related costs, the IRS also has required companies to revalue their 1986 closing inventory as if the rules had been in effect in prior years. In many small businesses, of course, one employee may do several jobs, only some of which are related to inventory. The IRS has issued guidelines on how to allocate such an employee's time to inventory. But many small businesses operate informally, giving the owner plenty of discretion in deciding how to allocate an employee's time to inventory. That raises the question of how conscientious owners will be in complying with the rules.

Barry Tovig, a tax manager in the Washington office of Laventhol & Horwath, advises clients to estimate the time employees spend on inventory-related activities and document how they reached those estimates. "Quite frankly," Mr. Tovig says, "it's going to be difficult for the IRS to rebut an employer's studies. They certainly don't have the resources to let an agent sit in your business for six weeks to see how your business works." "I don't hear any talk about changing this," says Albert B. Ellentuck, a Laventhol & Horwath senior partner. "This is a revenue raiser, and getting Congress to take back revenue raisers is tough, given the budget pressures they're under."

Monthly Sales and Inventory Trends

Monthly sales, inventories and stock-to-sales ratios are tracked for merchant wholesalers by the United States Department of Commerce. Every several months, NPTA publishes these monthly trends, last reported in the March 1987 issue of *MN*. Information is taken from the Current Business Report series (No. BW-86-11) titled "Monthly Wholesale Trade." Subscriptions can be ordered ($18 per year) through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

As shown by the table below, merchant wholesalers' sales nationwide rose 2.8% between January and March 1987, while inventories shrank by 2.4%. This contrasts with first quarter 1986 performance, when sales fell by 1% and inventories rose by 1%. Consequently, the stock/sales ratio as of March 1987 stood at 0.96, compared to 1.01 last year, signifying that merchants operated with lower inventory levels during the first quarter. This activity is borne out by NPTA's Paper Merchant Sales Report as well. Between January and March 1987 the "calendar days cost of ending monthly inventory" stayed the same at 61 days for industrial paper, but fell from 79 to 71 days for printing paper.

MONTHLY SALES, INVENTORIES & STOCK/SALES RATIOS OF MERCHANT WHOLESALERS (1)

Total Paper & Paper Products (SIC Code 511)

	Sales		Inventories		Stock/Sales Ratios	
	1987	1986	1987	1986	1987	1986
1st Quarter	($Millions)		($Millions)			
January	$3,564	$3,197	$3,595	$3,154	1.01	0.99
February	3,708	3,127	3,535	3,143	0.95	1.01
March*	3,665	3,164	3,509	3,188	0.96	1.01

(1) Seasonally adjusted
*Preliminary estimate

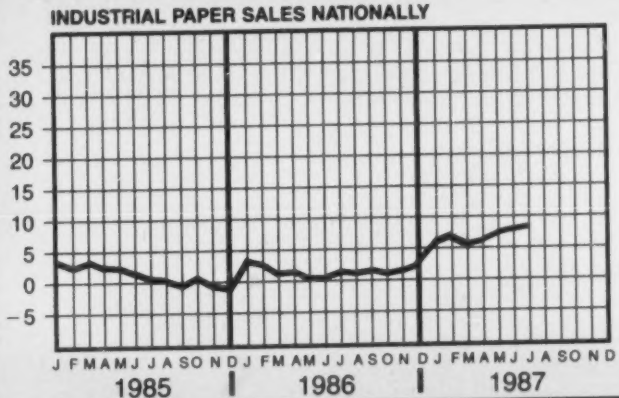
Summary National Trend Information: 1985 To Present

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

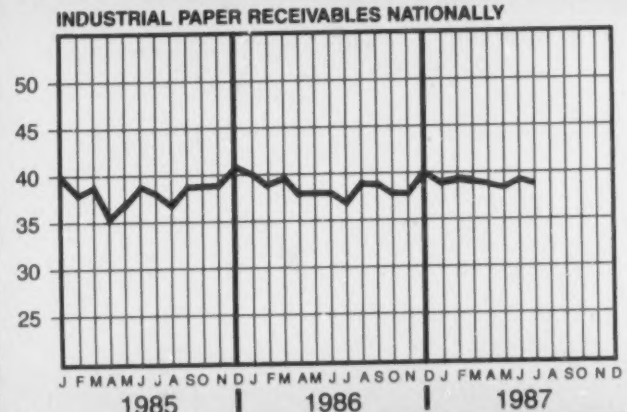


PRINTING PAPER SALES NATIONALLY

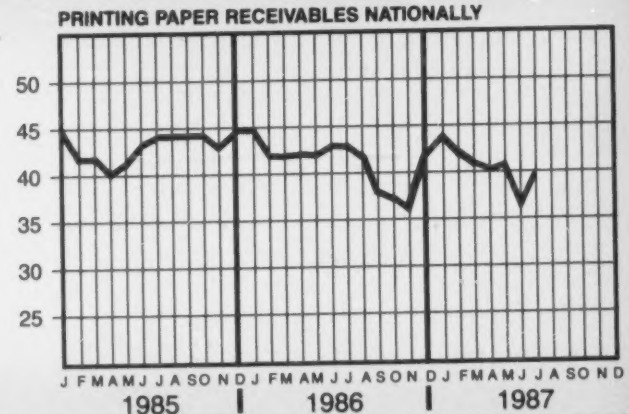
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



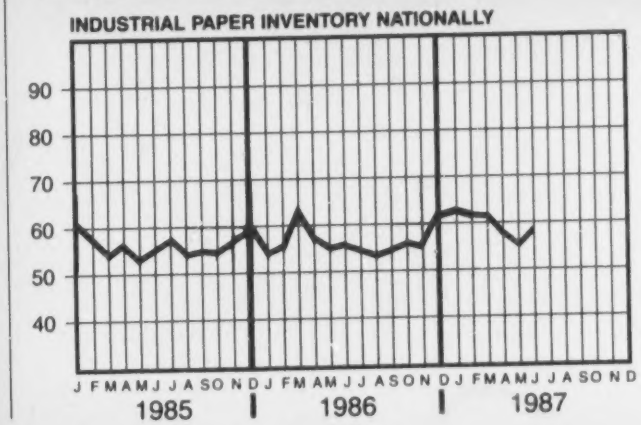
PRINTING PAPER RECEIVABLES NATIONALLY



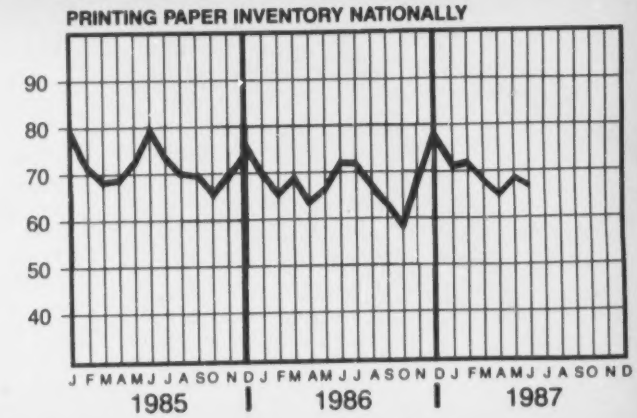
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY

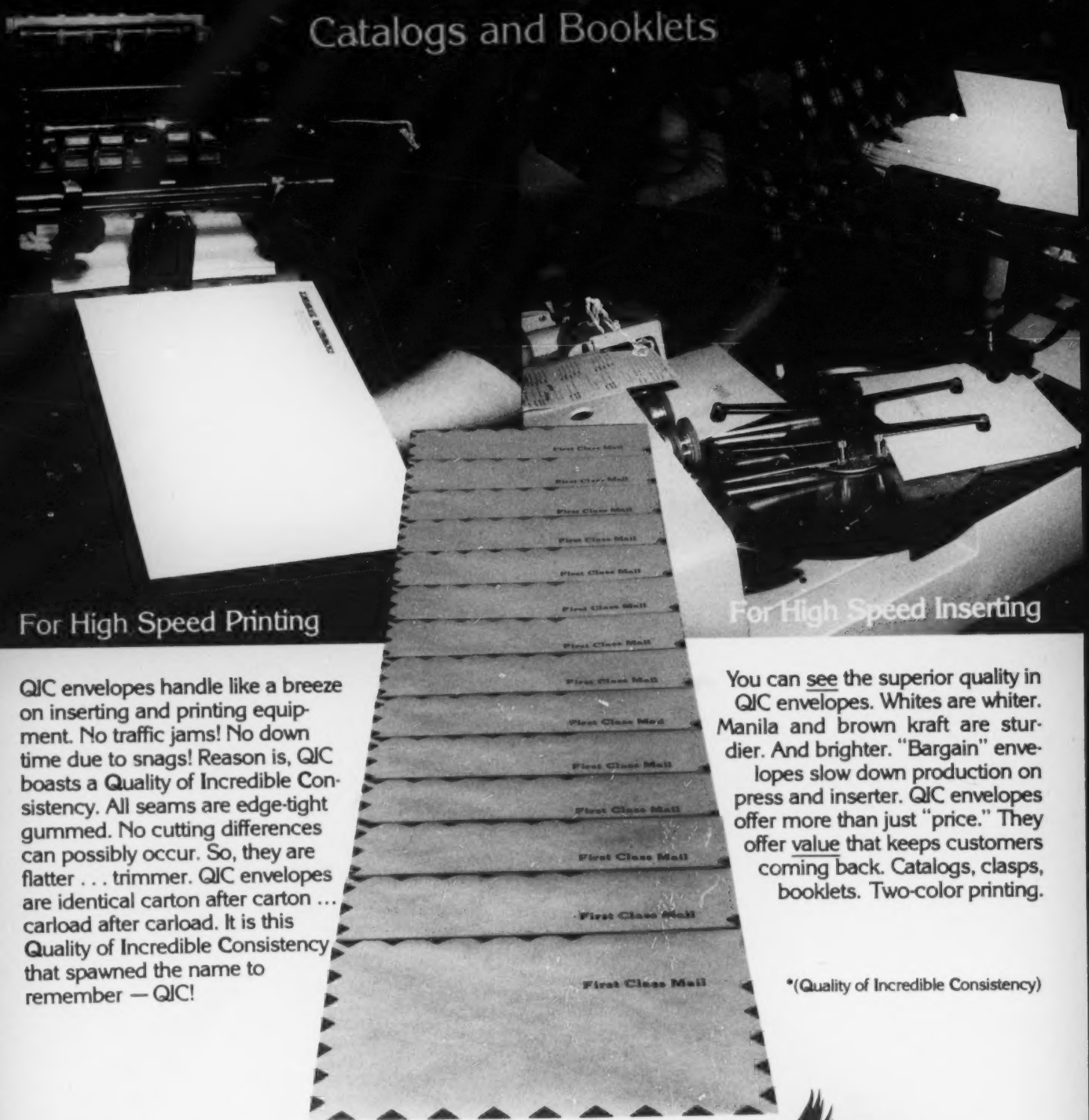


PRINTING PAPER INVENTORY NATIONALLY



Now, from New York / National Envelope . . .

Catalogs and Booklets



For High Speed Printing

QIC envelopes handle like a breeze on inserting and printing equipment. No traffic jams! No down time due to snags! Reason is, QIC boasts a Quality of Incredible Consistency. All seams are edge-tight gummed. No cutting differences can possibly occur. So, they are flatter . . . trimmer. QIC envelopes are identical carton after carton . . . carload after carload. It is this Quality of Incredible Consistency that spawned the name to remember — QIC!

For High Speed Inserting

You can see the superior quality in QIC envelopes. Whites are whiter. Manila and brown kraft are sturdier. And brighter. "Bargain" envelopes slow down production on press and inserter. QIC envelopes offer more than just "price." They offer value that keeps customers coming back. Catalogs, clasps, booklets. Two-color printing.

*(Quality of Incredible Consistency)

Grow with National

The New York/National Envelope Group

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National Envelope Corp./Central, Earth City (St. Louis), MO • National Envelope Corp./North, Worcester, MA
National Envelope Corp./South, Austell (Atlanta), GA • National Envelope Corp./Midwest, Lenexa, KS

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